DOCUMENT RESUME

ED 370 697 PS 022 376

TITLE	Keeping the Lights On: Fundraising for Family Support Programs.
INSTITUTION	Family Resource Coalition, Chicago, IL.; National Resource Center for Family Support Programs, Chicago, IL.
SPONS AGENCY	Department of Health and Human Services, Washington, D.C.
PUB DATE	93
CONTRACT	90-CJ-0960
NOTE	39p.
AVAILABLE FROM	Family Resource Coalition, 200 South Michigan Avenue, Suite 1520, Chicago, IL 60604.
PUB TYPE	Guides - Non-Classroom Use (055) -- Collected Works - General (020)
EDRS PRICE	MF01/PC02 Plus Postage.
DESCRIPTORS	Corporate Support; *Family Programs; *Fund Raising; *Grantsmanship; Nonprofit Organizations; Philanthropic Foundations; *Private Financial Support; *Public Support
IDENTIFIERS	*Family Resource and Support Programs; Family Support; *Resource Development

ABSTRACT

This monograph is designed for family support professionals who struggle with the challenges of finding the optimal mix of revenue sources with limited staff and resources. It contains nine articles that offer a variety of perspectives from people who work in the family support field either as program providers or as funders. The articles offer advice and suggestions for raising revenues and tapping into various funding sources, and offer descriptions of successful programs. The articles are: (1) "Development 101: A Few Basics" (Susan Oliver); (2) "Stone Soup: Fundraising in the Trenches" (Carolyn Micklem); (3) "Special Events Fundraising: A Common Sense Approach" (Gretchen S. Vapnar); (4) "Charging Fees for Services" (Christine Vogel); (5) "The Survival of Family Support Programs: A Funder's Perspective" (Margaret M. Petruska); (6) "Building Partnerships with Local Foundations" (Linda Lipton); (7) "The United Way of Chicago: An Invitation" (Roger Fox); (8) "Obtaining Public Funding for Programs to Strengthen Families" (Hedy Chang and Cecelia Leong); and (9) "A Halloween Fundraiser Benefits the New Orleans Parenting Center" (Peter Silvern). A resource directory identifies libraries with extensive not-for-profit development collections, suggests books and periodicals, and lists organizations that provide fundraising resources to the not-for-profit community. (TJQ)

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Keeping the Lights On

Fundraising for Family Support Programs

PS 022376

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About the FRC

The Family Resource Coalition is the central source for leadership and information in the family support field. It develops resources for family support programs, provides information for formulating public policies, and documents activities and outcomes of current work in the field. Coalition services and activities include:

- providing consulting, technical assistance, and training services for programs, schools, and government;
- working in the public policy arena to communicate relevant issues and concerns of those in the family support field and to educate leaders about the principles, successes, and promises of the family support approach;
- providing leadership at the national level to plan strategy and the allocation of resources for continued growth of the field;
- publishing the *FRC Report*, a quarterly devoted to family support issues and the *FRC Connection*, a networking newsletter for Coalition members and other manuals, monographs, and books for family support professionals;
- sponsoring a national conference on family support issues.

The National Resource Center for Family Support Programs, a division of the Family Resource Coalition, is charged with identifying and developing quality resource materials on programs. Further duties of the NRC are to:

- make available state-of-the-art knowledge on program design, administration, staffing, and financing;
- enhance information flow, networking, and collaboration among local programs;
- track federal, state, and local policy initiatives;
- link family support to other services for families and children;
- create a technical assistance network of experts and deliver technical assistance services.

Among the products being developed by the NRC are a computerized database and retrieval system, an annual inventory of state initiatives, bibliographies on major topics, technical assistance resource papers and other publications.

Table of Contents

Preface 2
Development 101: A Few Basics
by Susan Oliver 3
Stone Soup: Fundraising in the Trenches
by Carolyn Micklem 7
Special Events Fundraising: A Common Sense Approach
by Gretchen S. Vapnar 9
Charging Fees for Services
by Christine Vogel 12
The Survival of Family Support Programs: A Funder's Perspective
by Margaret M. Petrusha 15
Building Partnerships with Local Foundations
by Linda Lipton 18
The United Way of Chicago: An Invitation
by Roger Fox 21
Obtaining Public Funding for Programs to Strengthen Families
by Hedy Chang and Cecelia Leong 24
A Halloween Fundraiser Benefits The New Orleans Parenting Center
by Peter Silvern 29
Resource Directory 31
Contributors 36

Acknowledgements

Funding for this publication was made possible by the U.S. Department of Health and Human Services under grant 90-CJ-0960 for the National Resource Center for Family Support Programs. The Family Resource Coalition is grateful for their support for this project and their continued interest in programs which strengthen families.

Preface

Commitment. Energy. Know-how. If these were the only requirements for building a successful family support program, many more neighborhoods would be served by flourishing programs. Unfortunately, good intentions and expertise are not enough. Sometime in the evolution of every family support program, money - specifically, how to get enough to support a program's activities, goals, and dreams - becomes a major issue.

An organization's revenue stream is a critical part of its success. Just as family support programs differ, so too do the configuration of income streams. Programs which can tap substantial endowment income are extremely rare. Family support programs can generate revenues needed to sustain their services in three ways:

- fees for services or products
- public (government-financed) funding streams
- private underwriting and fundraising

Within these three categories are a wide variety of options for generating necessary income. For example, fees for service can be set to cover the actual cost of the services provided, or services can be delivered according to a sliding fee-scale, or services may be subsidized for all recipients. Governmentally supported funding streams can be channeled through state bureaucracies or local school districts. Bequests, one-time major gifts, annual leadership gifts, rank-and-file annual gifts, benefit proceeds, and in-kind contributions can provide financial support from individuals, corporations, and foundations.

Not-for-profit business managers face the challenge of finding the optimal mix of revenue sources given limited resources for pursuing different forms of revenue. Development and marketing staff, usually responsible for the income stream into any not-for-profit, require long-term orientations. Given enough time and money, many family support programs could develop any of its possible revenue-generating choices into flourishing, stable sources of ongoing support. The unfortunate reality is that most organizations need dollars today; and they do not have the staff or resources to develop every promising revenue possibility.

This monograph is designed for family support professionals who grapple with these challenges. It includes a variety of perspectives from writers who actually work in the family support field, either as program providers or as funders. Many of these articles have previously appeared in the *FRC Report*; they have been revised and updated.

Will you find all the answers in this short volume? Of course not. But you will find some of the questions you should be asking as you plan your own strategy. Susan Oliver's piece on development outlines the basics of approaching the private philanthropic world. Look to Margaret M. Petruska's article on a funder's perspective to help you assess your own program's strengths and weaknesses. Carolyn Micklem and Gretchen S. Vapnar offer concrete suggestions based on their own experience in grassroots programs.

And there's more, you'll find ideas and information about generating revenues through fees for service, how the United Way works in one city, putting on a special event, the various public funding streams, and ways to tap into community foundations.

Finally, don't miss the special Resource Directory we've included to guide you to additional sources of information. The directory identifies libraries with extensive not-for-profit development collections, suggests books and periodicals, and lists organizations which provide fundraising resources to the not-for-profit community.

As you delve into this material, keep in mind that each family support program will find its own unique answers to funding issues. This volume is not intended to be a how-to guide for establishing a development program: it is an idea generator and resource. We hope you can combine the experiences of others with your own to discover new ways to find the financial resources your program needs to keep pace with today's increasingly urgent demands.

Development 101: A Few Basics

by Susan Oliver

If you are newly in charge of raising funds for your organization and are trying to figure out how to get started, or if you are not yet a seasoned fundraising professional, here is a quick and basic overview of the private philanthropic world. It is designed as a user-friendly starting point to help you understand key terms and how some of the pieces fit together.

Your organization may have several alternative ways to bring in dollars; here we will cover only gifts and grants from private sources. The process of securing this kind of funding is commonly called "development," a term which suggests you have a long-term strategy for building the private funding base of your organization. Development therefore is to fundraising as marketing is to sales. Both development and marketing include activities which generate immediate funds or revenue – but in contrast to fundraising and sales, they also invest resources and attention in efforts which have a longer-term payoff period.

Understand Your Mission

Before you do anything else, the first step in establishing a successful development effort is to have a clear understanding of what exactly you are raising funds for - and what funds may not interest you. This requires your agency to be clear about its mission, and to have some sort of strategic plan in place within which all funding opportunities can be evaluated.

In the family support field, mission and long-term strategy can be especially important. Because so many programs are new and not yet financially stable, and because some of the most immediately promising sources of sizeable dollars may be through foundation or government grants which are targeted to specific, highly-structured programs, it can be very tempting for a struggling agency to "become" whatever will conform to a funder's guidelines or initiatives. While this may alleviate short-term money crises, it may also divert resources which might be better used for building the capacity needed for longer-term strategic goals.

If your organization does not have a well-clarified mission or a strategic plan in place, look around for experienced planners to help you. You may be able to get help at little or no cost. Is there a local business person who could share her skills for a day or two? Is there anybody on your board who could spearhead the process?

Your planning process will help you establish goals, which will guide your development efforts. When you approach donors or grantmakers with your request, two of the key questions you'll need to answer will be: "Why?" and "Why now?" With a solid plan behind you, you'll be on your way to making a strong case for your agency.

Where do Private Funds Come From?

There are two major sources of private funds: from individuals and from organizations. In the United States, the vast majority of private giving comes from individuals. The major sources of organizational funds are corporations and foundations.

Annual vs. Capital Giving

There are two basic ways in which private donors and grantmakers give: through annual giving and through capital gifts. The difference between the two can be summed up as: annual giving provides funds to live by (i.e., current operating support, usually unrestricted) and capital giving provides funds to grow by (e.g., endowment, physical building, etc.).

Development professionals often operate through organized, well-planned efforts called campaigns. Annual campaigns, of course, happen every year. Most institutions once launched capital campaigns every generation or so; in recent years, many organizations find themselves asking donors for large gifts more frequently. Capital campaigns usually run for several years and ask donors to make multi-year pledges. The basic theory is that annual gifts come from donors' current income and capital gifts are generated from donors' long term assets.

Types of Individual Gifts

Organizations usually categorize individual giving according to the type and/or size of the potential gift. At the most modest level are rank and file donors - those who usually give within the lower level of your gift range every year. The next level of donor makes what is usually termed a "leadership" gift - gifts that are on the higher end of the range each year. (Many organizations provide special recognition for these donors through special clubs, giving societies, dinners, or whatever.) Next are major individual donors - these are the people whose names feature prominently around the institution, perhaps because they are trustees, or because their names are on some of the capital assets (like buildings).

Finally, individuals may give through planned giving, which includes bequests and various (usually complicated) instruments which are carefully planned on the basis of their tax implications - the revenue they can generate for both the individual and the institution, and the implications for the individual's estate upon his or her demise.

Obviously, what might be a major gift for one institution might not be so significant for another. Into which category a gift might fall, and how the organization works with and recognizes its donor, depends on the overall size and strategy of the development program.

Tactics for Securing Individual Gifts

There are several ways to secure individual gifts. Obviously, the largest gifts and bequests generally require significant prospect research and cultivation, and generally, the request is made in a face-to-face visit. Ideally, the request is made by an enthusiastic volunteer who has made a similar commitment. Other tactics for soliciting gifts include telephone outreach, using either paid or volunteer solicitors; direct mail; direct-response advertising; and special events like benefits. In choosing a tactic, the general rule is that the cost of the solicitation technique should match the potential outcome. Personal visits are the most expensive per prospect contact, followed by telephone, then mail, then advertising. The cost per contact of a special event depends on many variables owing to the wide range of possible activities.

Building an Annual Fund

Building an annual fund is expensive and requires a long-term commitment. In fact, if such an effort is taken on for the first time by your organization, make sure everyone understands that it is likely to require a period of investment before it pays off. However, you may be pleasantly surprised: some organizations actually discover what might be called a "pent-up demand for giving" when they finally solicit an audience which has ties to the institution.

As you evaluate whether you should put resources into building the annual fund, ask yourself if there is an obvious target audience for you to develop - and if there is a relatively low-cost way to reach them. This usually translates into a simple question: can you get your hands on, or put together, appropriate mailing lists? The next step is to ask yourself if you have an annual-fund-type of issue or service. Is it easy to make your target audience understand the need, what you are doing to respond, and why their support is needed? Think about the difference between an issue like the prevention of child abuse - one that most people can easily understand and rally around - and an issue like building collaborations between parents and schools. While they are both worthwhile and important causes, it will clearly take more resources and time to build support for the latter.

Don't be too quickly deterred from diving into the world of annual giving, however. Think of your development efforts as a strong, stable pyramid. Each ascending level has a smaller number of donors of a larger annual gift. But rank and file donors are the base that supports all the other levels; they are a testament to the breadth and variety of your organization's support. Moreover, there is the notion of the 'life cycle' of the donor: most donors start out at the lower levels of giving and a few eventually "percolate" up to become leadership donors, major donors, and ultimately to remember the organization through bequest. If you don't establish that rank and file base, you risk missing a prospect who might be trying to send you a signal about his or her interest in doing more.

There are other good reasons to invest in annual giving. Your regular solicitations can have value as advertising or as cultivating interest; they keep even those not choosing to respond this time informed about your organization. They show major donors and corporate and foundation grantmakers that "everyone is being asked to do something." It gives you a chance to call attention to other giving opportunities like estate planning, memorial gifts, or whatever. And not unimportantly, it keeps your address list up to date.

Major Gifts

While there are many well-tested rules which guide rank and file annual fundraising, the development of a major gift program is generally much more tailored to specific realities at each institution. Some family support programs got their start thanks to major support from a champion (or several) of the cause, but many find it difficult to identify other

such prospects. The first basic step in managing a major gifts effort is to establish easy avenues to identify prospects. Ask for potential names regularly and often from any group or individual who may know people of means with an interest in your issues. Another source of potential names is the media – watch who show up at what benefits and who says what in business publications, for example.

Once you secure names of potential prospects, it's time to do your homework. What more can you find out about their philanthropic interests and their means? There are many books and guides available to lead you through this process and to help you identify public sources of information. Your local librarian can help get you started.

Now that you've done your research, the next step is to establish a cultivation plan. How should the prospect be approached, and by whom? This is where it's helpful (if not critical) to build a cadre of well-positioned, loyal volunteers who can comfortably facilitate a relationship between the prospect and your organization. Some of those loyal volunteers may already be sitting on your board.

Planned Giving

Many of the largest individual gifts which have ever been made have come through planned giving, generally as a bequest. While not all planned gifts are so sizeable, planned giving can be an especially promising source of private support because the entire range of a donor's capital assets accumulated over a lifetime are potentially involved.

At the same time, planned giving is also the most complicated area of individual development. It requires all the work you do to build a major gifts program, and a thorough knowledge of the tax code and various financial instruments. Starting a formal program in this area requires the assistance of a well-seasoned professional.

Foundations

It's tough to make generalizations about foundations because there are over 20,000 of them in the United States, each with its own programmatic interests, guidelines, and restrictions. What they all have in common is the legal requirement that they must give away a certain percentage of their assets each year.

There are several types of private foundations. Independent foundations are those funded by individuals or families, and range from the oldest and/or largest national foundations to small, local family foundations. Company foundations are those funded by corporations. (However, in the case of company foundations which are formed by closely-held companies, the boundaries between the two types can become fuzzy.) A third type of foundation is the community foundation, which is usually created by a number of donors who wish to pool resources and focus on the needs of a particular region or locale.

A small number of private foundations are called "operating" foundations because they use their funds to run their own programs and initiatives, rather than granting the funds to outside groups. Most foundations, however, are non-operating and their chief purpose is grantmaking.

The key to successful foundation fundraising is to identify which foundations are potential grantmakers for your organization. Your job is to match up the interests of a foundation with the project or the work of the instituion you are trying to fund. The first step is to narrow down the thousands of foundations to a small list which might consider funding your organization. The process for accomplishing this is to get a list of foundations which indicate an interest in the type of work you are doing, and then review the any restrictions they might have.

Where do you get all this information? There are many good resources to tap for foundation research. The Resource Directory at the back of this monograph gives you details on some of the key ones. If you have no idea where to start, try your local public library. Some larger metropolitan areas have special libraries with collections and staff devoted solely to philanthropic information and activities.

Most, but not all, foundations publish guidelines for grant applicants, and most publish lists and descriptions of projects and institutions they have funded in the past. Be sure to review these before you start writing your proposal.

Corporate Gifts

In contrast to foundation giving, which is tied to the foundation's assets, corporate giving is generally tied to the corporation's profits. The two major ways that companies give are through direct contributions and through foundations and trusts. Some companies use both mechanisms.

When you are planning your corporate outreach strategy, keep in mind that there are several types of direct gifts that corporations make, and many companies make more than one type of gift. The most desirable type of gift is generally a direct cash grant, usually resulting from some type of formal proposal much like you would make to a foundation, for either restricted or unrestricted purposes (depending on the company's policy and your request). Many companies have a policy that direct cash gifts are made only in localities where they have company operations and significant num-

bers of employees. Another type of gift is the indirect cash grant that is channeled through some type of umbrella fundraising organization, e.g., The United Way. Matching gifts are a third type. These gifts essentially allow the employees to have a voice in how corporate philanthropy is distributed through the matching of gifts which employees make to certain types of institutions. Some companies also make gifts in kind, which may include equipment (new or used), use of a special facility (perhaps for a meeting or phonathon), property, materials, and so on - the possibilities are limited only by the imagination. Finally, some companies make "people" gifts through loaned employees who offer special expertise.

Direct giving can be managed by any of a number of departments in the company, such as public affairs, human resources, public relations, or even the chief executive's office. Where the program is managed can give you some idea of how the company views giving and where its priorities are.

In general, company-created foundations work just like other foundations. While the corporation and the foundation are legally separate entities, some are closely tied to management, with decisions largely directed by key corporate board members or officials. Others maintain a more distant relationship with the company itself.

The Role of The Board

As you develop your longer-term fundraising strategy, there are several organizational pieces you need to put in place. First, your board is a critical piece of the big picture.

In most not-for-profit organizations, it is assumed that by accepting a position on the board, directors take on certain obligations for fundraising. This usually translates into the expectation that board members will either make substantial gifts themselves, or will secure them from their personal contacts. Needless to say, this is the sort of expectation which should be made clear at the outset – and it's usually done by providing prospective board members with a list of responsibilities.

Your Database

Another key piece of the development structure is the database – whether it is automated or in the form of many annoying pieces of paper. Treat your database like a long-term asset. Even if you aren't using it for active outreach today, ask yourself what uses you might have for it in two years, or five years. If you have a good strategic plan in place, the answers should come easily. Based on the today's uses and the potential future uses you see, you can start making decisions about how it should be structured.

Research

There's an old fundraising adage that fundraising success results from the right person asking the right person or organization for the right amount in support of the right purpose at the right time. This can be translated to mean doing your homework well is second only to good strategic planning. Good research skills and resources are an important capability to develop within your organization. Such tools include learning where information is available and how to access it, how to set up effective filing systems, how to establish prospect tracking systems, and so on.

Stewardship

It's surprising how many organizations put together effective development programs only to neglect the process of thanking and recognizing donors. Stewardship refers to your system for follow-up with donors and includes everything from getting out timely thank-you notes to letting donors know about the results your organization achieved as a result of their generosity.

Go Do It!

While the nuances may vary from agency to agency, this brief overview suggests some of the things you should be thinking about as you plan your program. You will discover that you are both in the business of dealing with rejection and in a field where the generosity of the human spirit shows itself in surprising and moving ways.

And always remember this absolutely key rule for everything you do: If you don't ask, you're not likely to receive.

Stone Soup: Fundraising in the Trenches

by Carolyn Micklem

"Stone Soup" reflects what we in family support organizations often do: we transform scant resources into wonderful, nourishing programs. Our story is well conveyed by the folktale about the soldiers who reached a village after a long march through hostile territory. "Oh, thank God," they say, "now we can eat." They ask for food at door after door, but the villagers have had hard years and reply that they have barely enough food for their own families. Desperate, one soldier says, "I've got it, let's make stone soup!" He tells the villagers to bring a big stone pit and he'll teach them to make a tasty soup out of stones. Someone brings wood for a fire, another water and a pot. When it's boiling the soldier sniffs and says, "It smells so good, wouldn't it be wonderful if we had a piece of meat?" One villager offers a small piece of meat, and others bring a few potatoes, carrots, and cabbages. Soon a lovely aroma wafts through the village. People come out of their houses and enjoy a wonderful party, feasting on this soup made of stones.

As supporters of family resource programs, we somehow have to get people to contribute meat and potatoes and carrots to our pot. The Webster Avenue Family Resource Center (WAFRC) has had some success at making stone soup. Our recipe for success beings with our program, a product we believe in, one that we talk and write about wholeheartedly. Our fundraising plan consists of two parts: what we are going to do, and how we are going to get the money to do it. We try to our plan very clearly: we approach it as sound businesses do - by laying out a three-year plan, starting with goals and objectives.

Once our goals and objectives have been fixed, we develop a performance plan specifying all the activities that fall under each objective. Next to the activity, we indicate who will carry out each one so that we can see the implications of this objective for staffing the rest of the program.

We derive fundraising proposals from our program work plans, and the care we take in thinking them through pays off many times. As we carry out a grant, we go back over these plans again and again: to remind ourselves exactly what we said we'd do.

Budgets must be drafted carefully if we expect to achieve our objectives and to satisfy our contributors. Some years ago, we costed out every component of our center. That effort remains a blueprint for tying objectives to work plans, staffing, and costs. Also we made a chart of our major budgetary categories; the largest, personnel. We created a form listing each of the major grants, and put the percentage each grant paid in each category, for example, 20 percent of the director's time. This taught us to write the costs of major budgetary items into a number of grants, always checking to see that we didn't go over 100 percent!

The next step is deciding what to sell to whom. This involves researching local foundations. (My recommendation is to forget national foundations; we've only gotten funds from two, one because a friend sat on the board, another because we tracked the director to his cornfield.) Libraries have reference works on foundations, sometimes including foundation directories. Newspapers are also a good source; foundations issue press releases telling how charitable they have been. Many publish annual reports detailing who and what they have funded and for how much.

Having chosen a funder, we adhere to their format. Most funders need to process information quickly; if the program material is not presented in the format they request, they may not read it at all. We write our applications clearly and concisely, and we don't promise more than we can deliver. We include appendices of important items that they may not have asked for: letters of support, favorable newspaper articles, and additional information. We file all the ingredients for our proposed soup carefully; standard parts like program descriptions can be used as stock material in other proposals.

Selling the Plan

Creating the plan and writing the proposal are two parts of the challenge; marketing it is another. Our experience points to these major ingredients in selling ideas:

The fundraiser: Her own belief in the program, her enthusiasm and commitment carries her through all the weekends spent hammering out the proposals and dealing with the rejections. She must not be afraid to say, "I'm a visionary, that's why I'm doing this work." People give money to people, not pieces of paper. The fundraiser may intrigue a funder on paper, but when she closes the sale, her credibility and the way she comes across will make the difference.

The Board: If the organizer is very lucky, she can attract members who know about fundraising, have good connections, and are enthusiastic about the program. Most programs have enthusiastic people who are willing to help, but lack knowledge (and the confidence that goes with it). The organizer and fundraiser must, therefore, be a spark plug, arranging for board training, and holding their hands while they gain enough experience to act effectively. The program organizer and fundraiser must be willing to share power with the board. Neither can control all the sales activity. Failure to gain their participation means a much greater load of responsibility for the total life of your program. And that leads to burnout!

Connections: People tend to give money to people they know or to whom they have some connection. Since most of us lack access to those who control the money, we need the help of people who do: the board, volunteers, and human service and local government personnel who know and respect our programs.

Good press: Print conveys authority. Our most successful fundraising appeals have contained favorable current news articles about our center.

Site visits: In our experience, the single most important sales strategy, after connections, is getting a potential funder to visit our program. Space, the way it looks and feels, makes a big difference.

Letters of support: Our first proposal, forty pages long, contained twenty pages of support letters from human service providers, city officials, psychiatrists, neighborhood principals, and clergy-people whose judgment was respected. And simple testimonials from parents about how the program makes a difference in their lives can be very powerful.

The role of fundraiser in small family support programs is truly challenging because it is generally carried out by the person who runs the organization. We set the tone, supervise the staff, tend to the garbage, and do much of the networking. We make soup out of stones.

FRC Report, VIII/1, 1/89.

Special Events Fundraising: A Common Sense Approach

by Gretchen S. Vapnar

"You know we're optimistic, but we've often wondered why. When the bank account is really low, we've kept our hopes up high. Through the years we've learned to cope with financial aggravation; From hand to mouth; month to month; from donation to donation."

– *Sandy Mettler, Volunteer at the Community Crisis Center, Elgin, Illinois*

All too often not-for-profits become accustomed to being short of money and to feeling that financial stability is an unattainable state. Sadly, dispelling the myths of fundraising is the objective (or hidden agenda) of many not-for-profit workshops. Unfortunately, additional information on top of confusion usually results in more confusion.

The common sense approach is based on the premise that most service providers have the information and skills necessary for successful fundraising at their disposal. In fact, the not-for-profit manager

- knows what is needed, how much, and when;
- is a people-oriented person with refined assessment and communication skills;
- is accustomed to developing and implementing a plan, working within a time frame, and evaluating results;
- is creative, energetic, and responsible;
- knows the importance of image, credibility, and accountability.

These skills and tools, necessary for developing and implementing a successful fundraising strategy, are similar to those required to provide quality services.

Let's look common-sensically at fundraising:

Step #1. Look at your proposed budget for the fiscal year. Add up all the projected expenses which are not covered by projected income. Divide this total into three categories: 1) additional grant income; 2) additional individual donations; and 3) special events or enterprises. These last are most often underestimated; therefore, special events and enterprises are the emphasis of this article.

The amounts in each category should not be equal. During the first year of a fundraising plan, you will project a limited amount under the special events heading. Ten thousand dollars is a popular and realistic first-year goal for many organizations. Write a concise statement about your needs, and assess costs. Be specific, but brief. Don't use social-service jargon; use English that your mother could understand.

Step #2. Look at your fundraising year. In order to do this, buy a large, 12-month calendar (the kind that has large date-spaces). Mark any dates on which proposals are due, beginning and ending dates for the United Way/Community Chest Campaign, membership drives, etc. Note the dates of public relations events, workshops, awareness week, media events, etc. Note any time(s) during which fundraising activities are restricted. If the calendar seems crowded, color code some items. Do whatever you need to do so when you stand back to take a look, you begin to see blocks of time that are blank or at least relatively so. Target two or three or four of those times such as the month of September, the last two weeks in April, holidays, etc.

Step #3. List your resources. Whom do you know? Whom do they know? Where do they work? To which clubs and organizations do they belong? Include volunteers, staff, board members, founding mothers and fathers, neighbors, relatives, friends, service providers, business associates, and vendors and office suppliers. Each member of your staff and board, including volunteers, should add to the list. Now, go back over the list and after each name, note one or more: TIME, ENERGY, MONEY, or CONTACTS - an assessment of what kind of support you can reasonably expect from each person.

You now have the basis of a special events fundraising plan. Now the fun begins: we must fill in those blank spaces on the calendar. What are the choices? To start, you can select one from each of the following types of special event or enterprise activities.

We Think We're a Great Organization Event

An annual dinner, a community brunch, an anniversary gala. These large events attract people who are interested in your program. This type of event usually involves a minimum of planning effort (arranging for the place and the food); usually staff or board members take care of the program. It is a time to come together and share memories and make plans for the future. You can attract additional participants by bringing in a guest speaker. With more participants you'll print more programs, and sell more advertising in your program book - turning a small profit into a large one. These events are important even without substantial monetary returns: they bring your organization to the attention of the public. A little effort, a little publicity, a little profit.

Hints: When a planning committee for the event is formed, it should include board members, staff members, agency volunteers, and community leaders with expertise. To involve these community leaders you should find out what they can do and then ask them for a specific, time-limited commitment. Print the names of the committee on all the stationery used for correspondence regarding the event. Appoint an honorary chairman - the mayor, a favorite son or daughter of the community, a local person who has achieved success. Whatever you decide to do, do it well. You may choose barbecue over filet mignon, but choose the best barbecue available in your area. Don't plan to make your profit on the price of a ticket; in most cases it is better to sell more tickets at a lower price.

The Community Crisis Center experience: A tenth anniversary dinner held in September netted over $15,000 for the Community Crisis Center. A celebrity speaker donated his services. The dinner was held at a local motel and scheduled to coincide with the completion of the total renovation of the ballroom and lobby. Printing, mailing, and other "up front" expenses were underwritten by local businesses - no doubt influenced by the fact that the governor was the honorary chairman.

We Don't Have To Do It Event

At least once a year, your organization should be the recipient of funds resulting from an event you did not have to initiate. Consult your resource list for people who are involved in community clubs, churches, and organizations. Ask them to mention your organization as a beneficiary of their annual luncheon or holiday bazaar. You may have to sell tickets, provide brochures, and cooperate with media, but responsibility for the event is not yours. And you get the money!

Hints: Try to add a new event each year without eliminating the previous events. Become aware of the national mandate of each organization. The local club may need to be reminded that their national mandate targets child abuse, spouse abuse, alcoholism, or daycare. Do not eliminate any clubs or organizations - no matter how unusual. If, for instance, you serve mostly women, don't eliminate requests to men's groups such as Kiwanis or Rotary. Men have mothers, wives, and daughters whom they care about. Give them an opportunity to demonstrate that caring.

The Community Crisis Center experience: In one year the Community Crisis Center benefitted from Kiwanis Candy Day, a garage sale held by Business and Professional Women, the Zonta luncheon, a church bazaar, and an arts and crafts fair sponsored by the Women's Club.

I Don't Care Who's Sponsoring It; Sounds Like a Fun Evening Event

Plan at least one event that can stand alone. An event that will attract participants regardless of who the sponsor is or what the sponsor's cause may be. This could be a marathon or walk-a-thon. Or, it could be a Sock Hop featuring music from the fifties or a square dance - any activity that tends to have a built-in group of devotees.

Hints: Ask the local square dance club or similar organization to plan an event or at least be consultants to your committee. Because you're hoping to attract the experts, you need to plan well; you

need to strive for the best. And you need to be specific about what you need. This type of event is an opportunity to reach people who have never heard of your agency.

The Community Crisis Center experience: Each year for the past five years, the Community Crisis Center has sponsored a road rally, sort of a race and treasure hunt with teams and cars. Combined with a post-rally pizza party in a country firebarn, the profit comes to $2,000-$2,500 – and many new friends.

A Good Product Will Sell

This activity can be an ongoing project. Marketing and retailing a product throughout the year, or during a particular season, can be very profitable. Your organization can make money selling popcorn from a popcorn wagon in the local shopping mall, or operating a resale shop. Once again, you need to offer a good product and to contain overhead costs. Contact your accountant and attorney to set up a system whereby profits derived from such enterprises will not affect your not-for-profit status.

Hints: Why not use your grandma's recipe for applesauce bread and become famous in the county and sought after for each holiday bazaar? Consider providing the food concessions at ball games, community theater presentations, etc. Have a staff or volunteer artist? Consider stationery or notecards featuring community landmarks. If you work with kids, feature their drawings, sayings, etc.

The Community Crisis Center experience: Over the past ten years the Community Crisis Center has experimented with many enterprise-type projects:

- We have operated a hot dog wagon in the local shopping mall. We hired staff, purchased the best equipment, and sold a top-notch hot dog. Net profits: $5,000 a summer – May through September.
- Each year we make and sell 2,000 cheeseballs. The cheeseballs are made in one day and sold through churches, businesses, and schools. Last year's profits: approximately $5,000.
- We operated an arts and crafts shop for almost a year, featuring the work of local artists on consignment. In this case we took ourselves out of the local market: the quality of the items - and the prices - were unusually high.
- We provided the concessions (coffee and donuts) for a community college real-estate testing day. This easy project netted profits of up to $250 four times each year.

Expand Your Existing Projects

Last, but not least, ask yourself: "What are we already involved in that could be income producing?"

Hints: If you already publish and distribute a local service directory, consider selling advertising to underwrite costs. Include a convenient return envelope for a donation. Publish a list of day-care facilities with a brief description of each and distribute it through the welcome wagon or the newcomers club. Consider requesting an honorarium for certain of your community education presentations.

The Community Crisis Center experience: The annual report of the Community Crisis Center is published as a calendar for the coming year. Ads are sold to underwrite the costs (sponsor a page for $100, print your business card for $25). This isn't a big moneymaker but the calendar (4,000) pays for itself, including distribution, and nets $800 to $1500 – not bad for an annual report we are required to do.

This is just the beginning. You are limited only by your energy. Once you open up to the possibilities the ideas just keep coming. Good luck!

FRC Report, IV/3, 9/85.

Charging Fees for Services

by Christine Vogel

Developing strategies for increasing revenue is a key survival issue for nonprofit organizations that are in the business of strengthening families; and the notion of charging fees for services is a growing option. As a relatively new entity, family support programs are not automatically considered worthy of support from major funding sources. This may be particularly true for programs which serve mostly middle-class populations who are seen as having the ability to pay for such services.

The three programs profiled in this article are "old-timers" in the family support movement, each having been in existence for more than a decade. Each has charged fees from its inception; each has also been able to provide the families it serves with some free programming.

All three have done well. Last year alone, these three programs served approximately 14,000 families. One of the programs serves a predominantly upper-middle income population; the second serves a middle to lower-middle-income population. The third serves an ethnically and socioeconomically diverse population that ranges from mainstream to underserved; the latter population's family problems reflect entrenched social problems.

The continued success of these fee-for-service programs seems to indicate that middle-class families are willing to pay fees for programs that provide them with resources and support. This demonstrates that family support programs are valuable to and appreciated by those who face the "normal" crises of parenthood. It also shows that market driven fee-for-service programs can successfully operate in conjunction with the social programs for in-need populations which rely on foundation and corporate support.

These three programs illustrate a variety of ways to work with community resources. They can serve as models to other family strengthening programs that may be facing a need to charge fees for services.

92nd STREET Y PARENTING CENTER
New York, New York
Fretta Reitzes, Director

The Parenting Center began in 1978 as a program of the 92nd Street Y (Young Men's/Young Women's Hebrew Association). Since the Y has always charged fees, it was clear that the Parenting Center would also be fee-based, particularly as it receives no outside funding. The center's annual budget is about $500,000. The Y covers overhead expenses, such as space, maintenance, marketing, and accounting; all other monies are generated by program fees.

The Parenting Center serves between 3,000 and 4,000 families each year, the bulk of whom are upper-middle-income. It offers a wide variety of programs, including: a weekly seminar series for new mothers; play groups for parents or caregivers and their toddlers; infant/toddler development classes; support groups for new mothers; fathers' groups; workshops on parenting issues; and parent forums for parents of children aged four through the teenage years. Many of the programs are tailored to fit the needs of working families. About two-thirds of the center's programs are geared to parents with children between the ages of six months and two and one-half years.

Director Fretta Reitzes says that fees are "structured to serve a middle-class community; they're designed to support our programs and services and are based on what the market will bear." The staff determines the fees by continually examining other comparable programs and charging similar rates. "As our programs have expanded, we've raised our fees. During the recession, however, we've tried to be sensitive in our fee structure. We've had more requests for scholarships during the past several years, and we've been able to honor every request."

Until this year, the Parenting Center has also offered community service programs at no charge. One example is "Public School Options," a school fair that gives parents a "one-stop-shopping"

opportunity to learn about the various public schools in the area. "But we can't sustain that anymore without charging a fee," says Reitzes, adding that the Parenting Center will soon charge fees for all of its programs.

Reitzes believes that middle-class communities have a real need for the kinds of services that the Parenting Center provides. And fees are critical to her program's survival.

A typical program sponsored by the Parenting Center costs $15 to $20 per class. The 14-week program for new mothers, for example, costs $200. It meets once a week for one and one-half hours and participants register in advance for the entire semester.

Until recently, the Parenting Center had not actively sought outside monies for any of its programs. But it is currently developing a large-scale program focusing on adoption, both for prospective parents and for parents who have already adopted a child. And it is seeking donors, both private and corporate, to underwrite different parts of the program. "We're changing the way we operate and beginning to pursue other ways of raising money," says Reitzes.

THE PARENTING CENTER
New Orleans, Louisiana
Donna Newton, Director

When the Junior League of New Orleans and Children's Hospital originally established the Parenting Center at Children's Hospital in 1980, a community board was founded to set fees for membership and classes. The center, whose initial program was a Parent/Infant/Toddler Center, was set up to serve a middle-class population with normal developmental concerns about raising children. As its services have expanded, the population served has also expanded and now includes both middle- and lower-middle-income families.

The center offers classes, workshops, lectures and drop-in gatherings, and serves parents of children from infancy through pre-adolescence. It also offers new parent support groups, short-term counseling, brown bag seminars for working parents, *The Newborn Booklet* for area hospitals, and programs geared specifically to stepfamilies and to fathers.

The center charges a yearly membership fee of $45 for active membership, and $25 for associate membership (an increase of $10 over the 1980 start-up fees). In setting fees, its board of directors looked at family membership fees for other organizations in the community, and compared the services offered. The Parent/Infant/Toddler Center is the only program that requires a membership fee, and parents can pay in two installments if necessary.

Specific class fees, which are approximately $5 per class, are kept low to encourage participation. For night classes, the center charges the same fee for the attendance of one or both parents or significant other. "That way we hope more couples will get a babysitter and attend," says Newton.

Parents who are unable to pay can apply for scholarships or volunteer their time. Volunteering to help provide childcare for a semester-long class entitles one to a free class. Newton says that most members who need assistance choose volunteering over straight scholarships.

The center has always offered some free classes, such as informal community talks and "lunch bunch" seminars. It also offers parents the opportunity to attend their first infancy class at no charge. "It acts like a start-up for them and we then encourage them to join," says Newton. The Parenting Center serves about 425 members and 5,500 non-member families each year, operating with a budget of $161,000. Class fees and membership account for about 14 percent, or $22,500. Fundraising and an annual giving campaign account for 42 percent; Children's Hospital picks up the 44 percent deficit. "We always try to reduce that through the giftgiving campaign and our fundraiser, Boo at the Zoo," says Newton. This annual special event is a Halloween carnival held at the New Orleans Zoo, complete with games, rides and "trick-or-treat" spook houses. The event draws about 4,000 people and raises between $35,000 and $45,000 for the center. (see page 29).

Newton has found that charging a small fee is better than no fee at all in terms of class participation. She acknowledges that the center has sometimes made mistakes in setting fees. "When we price a program too high, no one signs up. We listen to what members tell us by sending out surveys and doing class evaluations. We've found that their thinking when it comes to parenting issues or parent/child events is: If it's with or for children, it should be inexpensive.' The New Orleans economy has been depressed for eight years and we've seen the effects on our parents. We've chosen to keep our fee structure low and subsidize the programs with the annual giving campaign, Boo at the Zoo, and the hospital, our permanent funding source, picking up the deficit."

FRIENDS OF THE FAMILY
Van Nuys, California
Susan Kaplan, Executive Administrator

Friends of the Family is a 20-year-old, not-for-profit counseling and education center. "Our mission is to provide quality mental health and human development programs to the mainstream and undererved populations of the greater Los Angeles area," says executive administrator Susan Kaplan.

Because foundations were reluctant to fund programs for mainstream parents, the decision to charge fees was part of the board of directors' initial strategic planning for the program. Alternative funding sources were targeted in order to serve the in-need population included in the program. "But we still haven't exploited the avenue of fundraising or special events," says Kaplan. "That's been a lack in our organization. Our board of directors has been active as fundraisers, but mainly through foundations and corporations."

Friends of the Family provides counseling and psychotherapy, as well as five family strengthening programs: The Parent Project (a multi-component work/family service package targeted to businesses); Young Moms Program; The Parent Project; Family to Family, and Parenting Now advocacy and outreach.

Friends of the Family's annual budget is about $950,000. Seventy percent comes from fees, 20 percent from foundation grants and 10 percent from corporate and individual contributions. The counseling and psychotherapy service, which accounts for two-thirds of program revenue, is 90 percent fee-based and helps fund other services provided without charge. Counseling fees are based on a sliding scale which ranges from $20 to $110; the average fee is approximately $38. Kaplan points out that the steady revenues from a mature program, such as counseling services or the Parent Project's work/family programs, offer several benefits. "They provide a steady source of income which can be forecast with some confidence. Revenues from fee-for-service programs tend to be responsive to tactics under organizational control, such as advertising, increasing the referral base, and program design modification. Funding sources respond positively to demonstration that your organization will have stability from its fee-for-service programs; their grant cycles and available dollars have so much variation."

Friends of the Family has utilized revenue from more mature programs to finance the development of additional free programs for the in-need populations. "Young Moms, a primary prevention program, and Family-to-Family, an extended multifamily treatment program for abusive and neglectful fam-ilies, are attractively positioned to gain foundation and public support, says Kaplan. "The grant reven-ues tend to come in chunks and must be allocated to specific program expenses, but [they] allow the provision of needed services and aid with positive cash flow."

Last year, Friends of the Family provided services to 1,450 client families; in addition, nearly 5,000 individuals and families were served through the family strengthening program, consultations, publications, and speaking engagements. "Diversification of revenue sources is vital," says Kaplan. "We must continue to design and implement family strengthening programs for our identified constituency. We must also identify all possible sources of revenue - including fees-for-service, foundation grants, public support and public sector reimbursement contracts, and design programs to attract a variety of revenue sources. Thus revenue diversification becomes a driver in our decisions about growth and expansion."

FRC Report, XI/1, 6/92.

The Survival of Family Support Programs: A Funder's Perspective

by Margaret M. Petruska

Most providers of children's services have experienced firsthand the changing role of the federal government and the redirection of federal priorities. The picture looks bleak for children's programs, particularly in the prevention field. In 1982, when the Washington-based Urban Institute launched a national project to examine the effects of government spending cuts on local nonprofits, Pittsburgh was selected as one of fifteen sites. The study systematically looked at the impact of cutbacks on healthcare, family aid, and other human services, mirroring what is happening to nonprofit agencies across the country.

The study revealed that the Pittsburgh nonprofit sector included approximately 1100 human service agencies which had expenditures of $600 million in 1982; most of the agencies were small (due perhaps to the prominence of neighborhood-focused organizations which reflected the community's ethnic diversity); the agencies were also relatively young, most having been created since 1960.

Government funding had been the largest single source of support for these organizations, supplying more than half of their total income. Service fees, dues, and charges provided the second largest funding source. Private giving - from individuals, corporations, and foundations - ranked third, accounting for about 17 percent of total nonprofit income.

Pittsburgh agencies replaced some of the government losses by turning to other sources of support. Most of the substitution came not from private charity but from heavier reliance on dues, fees, and other charges for services. In contrast to national trends, Pittsburgh agencies faced sharp losses in United Way and corporate support, reflecting the impact of the recession on the local economy.

In addition to seeking alternative funding, many agencies responded by reducing staff levels, increasing workloads, instituting management reforms, and expanding their reliance on volunteers. Even so, 50 percent of the agencies studied found it necessary to eliminate specific services or programs, while 10 percent tightened eligibility requirements for services, or reduced the number of clients served.

In conclusion, human service agencies are under considerable fiscal and programmatic strain. They have been forced to reduce activities and to seek alternative sources of funding, to limit staff size and alter some internal operations. Some of these consequences may be positive - improving an agency's productivity and strengthening its fiscal base. Others, such as increased pressure on personnel and a growing reliance on fees and charges, raise concern about the outlook for future funding and stability, and the delivery of services to the very poor, especially to our nation's children.

A Renaissance for Children: A Local Example

Despite this gloomy picture, promising signs point to specific ways to ensure the survival of valuable programs.

To illustrate this, consider another Pittsburgh example – the change that has taken place within the local Children and Youth Services agency, which is charged to protect children from child abuse, to deal with dependent, neglected children, and to reunite children in foster care with their natural families.

Children and Youth Services agencies are experiencing tremendous stress. There are numerous pressures to provide services while available resources diminish. Staff morale is low: staff turnover is high.Relationships with other agencies are negative. Newspaper headlines continue to publicize agencies' failures.

However, in Pittsburgh, a task force recommended the following changes which are already beginning to take place: the establishment of district offices throughout the county that act as family treatment centers, whose workers are trained as family specialists so that they can carry out the intensive family services; the creation of a demonstration project in every office that reinforces intensive family approaches; and the reordering of priorities such that the bulk of the attention and services be devoted to keeping children in their own

homes or returning them to their own homes as quickly as possible.

The report called for a "renaissance for children," with the full support of decision-makers at all levels of government and community to serve the needs of children and youth.

The outcome of this report has been promising. Based on its recommendations and the concern of the community and top level funders, the agency initiated a process of revitalization. It appointed a new executive director, trained staff in family therapy, disbanded the shelter for children, and began caring for youngsters in less institutional ways. Staff have brought the focus back to the family.

This report set a new standard of treatment for children in Pittsburgh, and its recommendations excited the community, which established of a Commission for Children, composed of representatives from county and civic government, the juvenile justice system, private providers, business, education, foundations, and religious leadership - people who advocated for and build a constituency for these children.

The Role of Private Foundations in the Funding Gap

Foundations are likely to be aware of the needs of the specific communities in which they operate. Most do not give operating support, but rather provide seed money for "start-up" or demonstration projects.

Foundations are also in a position to be more creative and innovative than governments. They can offer a more objective forum to discuss current issues in the delivery of human services. They can afford to take risks. Foundations tend to focus on preventive services, while government programs tend to be reactive and crisis-oriented.

Foundations can help galvanize the community by encouraging parties to talk to each other and to integrate their efforts.

In terms of dollar amounts contributed, however, foundations represent only one small part of the private sector. They can not fill the gap left by reduction of public support for children's and family services. Agencies need to look to the general public to help with the funding shortage. According to the American Association of Fundraising Council, 86 percent of all Americans give to at least one charitable organization. Individual donations account for 90 percent of all charitable giving in America - the remaining 10 percent comes from foundations and corporations.

The Agency's Role and Responsibility

Look internally at your own health as an organization. Determine who and where you are, where you want to be, and what you need to get there. What is your board composition? Does it have any fundraising clout? Is it broad-based, including representatives from the business and corporate, legal, and political communities?

Have you developed a long-range plan? What product are you selling? Can you demonstrate public demand and support for your services? What makes your particular service crucial to the health of your community? The competition is getting tougher, the criteria more explicit, and grantors more discerning.

Have you thought of merging with another organization? Duplication of services and unfamiliarity with other agencies working in the same field exist in many communities. Can you form new and creative partnerships? Can you find new ways of delivering services? Can you form a consortium to address a particular problem?

Have you analyzed your internal financial situation? Have you cut unnecessary expenses? Are you making money with the money you have? Have you tried sharing costs with other organizations? Sound financial management not only saves money, it also tells potential donors that you will use their contributions wisely.

A publication entitled *Discover Total Resources: A Guide for Nonprofits* produced by the Mellon Bank, suggests the following examples of cost sharing possibilities: joint purchase of goods, equipment, and services; shared office space; and group purchase of medical and other insurance. The Louise Child Care Center is Pittsburgh, for example, acts as a bulk purchasing agency for more than 55 childcare providers, at an average savings of 15 to 30 percent.

Look at membership dues. People buy memberships because they believe in an organization and want to help further its goals. Members are a form of collateral for attracting other "investors from the community." Grantmakers like to know that you have strong community support. Members are also prime prospects for personal donations. However, members must be sold. Sharpen your sales skills and develop a creative marketing plan.

Look at earned income. No rule says that nonprofits cannot make money, only that the money must be used for charitable purposes. Services are marketable; so, too, are program-related products, like subscriptions to a newsletter. The possibilities are limited only by your creativity, skills, and management abilities.

A program-related business can be a money-maker for nonprofits. Possibilities include the manufacture and sale of products; and the sale of products purchased for resale. Perhaps the best-known example is Goodwill Industries, which teaches handicapped persons to refurbish donated household goods, and helps support itself through the sale of the items in its resale stores. Other well-known money-makers are Girl Scout cookies, UNICEF cards and gifts, art and wildlife posters and calendars, hospital gift shops, ticket sales, and community and celebrity cookbooks. Nonprofits are also venturing into nontraditional businesses as well: a local agency in the Pittsburgh area recently purchased a Mr. Donut franchise.

Use people as resources: encourage volunteerism. Approximately 23 million Americans contribute at least five hours a week of their time and talents to support the nonprofit sector. The effort to increase the number of volunteers in your agency needs to be organized. Careful recruitment, training, and a sensitivity towards the individual talents of each volunteer, are important considerations. Volunteers need to feel useful and responsible.

As *Discover Total Resources* states, resources are not only financial, but include people, goods, and services. The health of your organization rests upon your success in developing these relationships. "Dare to be different, creative, and strategic. Appeal to self-interests. Demonstrate support from those you serve. Be assertive and ask. Share ideas and resources. Tell your story. Believe in yourself."

And, if ever a force impacted upon the future of nonprofit programming and development, it was the trend of collaboration. Sharing, coalescing, trading, collaborating; by all these names, togetherness is the key to success for the future. Funders and other sources are increasingly looking for cooperative solutions to community needs. These take many forms, from basic networking and information sharing, to shared grants, goods and services, and sophisticated partnerships between governmental agencies, public and private organizations, citizens, and community foundations.

FRC Report, VI/2, 5/87.

Building Partnerships with Local Foundations

by Linda Lipton

Back in 1913, Ohio banker Frank Goff wanted to ensure that money set aside for charitable purposes through wills and estates would be spent wisely years after the decedents had passed away. He felt that a new type of organization was needed to make such philanthropy more effective, that it was necessary to "cut off as much as is harmful of the dead past from the living present and the unborn future."

With these purposes in mind, Goff formed the Cleveland Community Foundation. Individual bequests from a large number of estates were pooled, the funds were managed by a committee of bank representatives, and the interest earned on the investments was distributed by a group of civic leaders who had been appointed because of their knowledge of the local community and its needs.

Goff's idea spawned over 400 community foundations with more than $6 billion in assets, and annual grants of approximately $500 million. In most cases, the members of the community foundation's distribution committee are selected not by donors or their friends, but by individuals who hold leadership positions in the courts and in institutions such as chambers of commerce and universities.

Community foundations represent an important segment of the funding community, due in large part to the inherent flexibility of their original design. One commentator on the movement has captured the essence of a community foundation's sensitivity to changing needs by describing their donors as "individuals who agree to support purposes they cannot know, purposes that are certain to be changed in ways they cannot anticipate, by a group of people whose identities and commitments are also certain to change."[1]

Organizations working with community foundations should be sensitive to several aspects of their operation.

Money may be donated with strings. Donors typically provide money to the endowment of a community foundation in two fashions: Money can be given with restrictions, designating particular types of subject areas or issues on which it can be expended; or the foundation may require that living donors participate in the selection of grantees. Donors can also provide money to the community foundation without any strings attached, leaving the staff and board of the community foundation to develop grant-making priorities and choose grantee organizations. The balance between restricted and unrestricted funds will determine how many new agendas a community foundation can add to its list of priorities in meeting the needs of a diverse set of constituencies.

Community foundation work entails more than grant-making. Many community foundations play an important role as convener. They view themselves as catalysts, bringing together groups for conversations. Such meetings often lay the groundwork for productive coalitions whose members pool their resources and work in unison to address complex community problems.

Support for individual grantees comes in many forms. Community foundations support many projects besides the usual time-limited demonstration projects. While each foundation will vary in the degree to which it provides general operating support to nonprofit organizations, many see such grants as an important part of their responsibility to the community they assist. "Community foundations tend to be in the business of creating and supporting a network of services for the people in the communities they serve," says a senior staff associate at a large community foundation. Replicable model projects are but one type supported by community foundations.

A Resource of Great Potential

While their size, staffing, and internal structures vary greatly, these philanthropies have great potential for having a dramatic impact on human service organizations.[2]

Because they are focused on a specific geographic area, community foundations have a mandate to become intimately knowledgeable about

local problems and the grassroots organizations in their sphere of operation. They can take the opportunity to deal with issues in a comprehensive and integrated fashion, cutting across programmatic lines and looking instead at community-wide needs.

The community foundation's local expertise can be funneled to national funders, offering the possibility for structuring joint ventures with philanthropies outside the local region; such partnerships can bring in new dollars to supplement those available to local groups.

Unlike many other funders, community foundations are built to grow, bringing in new donors, both large and small, each year. With the prospect of an ever-increasing capacity to make grants, community foundations can become the cornerstone of a strong local funding base for grassroots organizations.

How to Connect with Your Community Foundation

If you want a community foundation to become a long-term resource for your program it is best to view the connection as a personal relationship. The effort required to build a partnership for the future might be significant, but the investment could be well worth your time.

Do your homework first. As in most other segments of the funding community, community foundations vary considerably. Assume nothing about the one in your area. Request a copy of the foundation's annual report, guidelines for funding, and any special publications it may have issued about its activities (newsletters, requests for proposals or specific funding initiatives, studies on particular area, problems or issues).

After you have reviewed these materials, talk to your nonprofit colleagues. Find out what their experience has been in seeking funds from the foundation. Are there particular staff people who have been especially responsive? Does the written information match the manner in which they have been treated? Has the community foundation taken a leadership role in particular subject matter areas?

Do not wait for an invitation. Foundations invest in people they trust. They want to have confidence that the great idea contained in a written proposal will have a decent chance of being implemented. Trust, however, cannot be built overnight; you need to take the initiative and introduce yourself and your agency to representatives of the foundation.

A variety of occasions can present themselves for getting acquainted: 1) Be sure you place the community foundation on any lists you have for sending annual reports, press clips, or other documents that capture the activities and accomplishments of your organization for public view. Don't assume that word of mouth or the newspaper will carry your periodic messages to a foundation staffperson; add a note indicating why it is important for them to keep up to date on your work. 2) Arrange a meeting to learn more about the foundation's work. While some foundations discourage meetings prior to application, many are open to informal conversations if there are questions about funding priorities that you would like answered or if you are soliciting input on the content of future projects without tying the discussion to the submission of a specific proposal. Still others may be interested in giving you feedback on alternative designs for accomplishing your goals.

Offer to help. You may be able to be of critical assistance to your community foundation in its attempt to stay abreast of changing needs, to uncover gaps in services, and to discern opportunities for them to play a coordinating or leadership role in addressing current community problems. Perhaps your organization can serve on an advisory committee to the foundation; maybe you can assist them in putting together a luncheon group to discuss a problem of mutual concern; or consider whether there are meetings at your organization or within your larger network that might be of interest to a particular staff person at the foundation. In short, become a resource.

Friends can criticize each other. Community foundations have come in for their share of criticism. Some have been accused of failing to take on risky projects, others have been viewed as discouraging minority representation, and still others have been attacked as not being sufficiently accountable to the communities in which they provide funding.

The more prominent critics, such as Robert Bothwell of the National Committee for Responsive Philanthropy (NCRP), have suggested a variety of methods for addressing these concerns: conducting "never a grantee" focus groups to alert foundation representatives to potential grantees who have not applied or have been rejected in prior attempts, diversifying the composition of distribution committees to assure a better representation of all segments of the community in question, and publishing more detailed information on the projects funded and the population groups ultimately served.

Be sure that you are aware of how your community foundation has fared in national studies conducted by NCRP, and decide whether there are issues that remain to be tackled in your geographic area. Seek the counsel of other nonprofit colleagues on how to approach community foundation representatives about your concerns.

Community foundations can teach you about agency shortcomings, pinpointing areas that need

improvement and resources available for doing so. Technical assistance grants or dollars targeted exclusively for building the management capacity of your organization may be available involving less paperwork than the regular grant-making process. A working relationship can and should be a two-way street; be sure to alert your community foundation representative of your willingness to enhance your internal management capabilities.

When appropriate, consider applying for funds. If you have made an attempt to build a relationship with your community foundation, you will have learned whether and when it will be appropriate to apply for funding. By not putting the cart before the horse, you will have found that a slower and more planned approach provides a better basis for soliciting funds than dashing in with a good idea. A community foundation has the potential for becoming a long-term partner for your organization; it deserves some special attention up front if that potential is to be achieved.

Resources for Those Who are New to Community Foundations

You can get the name and address of your local community foundation by writing or calling the Information Services Coordinator, Council on Foundations 1828 L Street, NW, Washington, DC 20036, 202/466-6512. This office an also give you additional background information on the scope of the community foundations field.

To develop a detailed profile of the community foundation that interests your organization, contact it directly – but also visit your local or regional branch of the foundation resource library within the Foundation Center's national system. A network of over 180 cooperating libraries in all 50 states, and abroad, provide free access to core center publications as well as background information on specific foundations. Call or write the center for the address of your local network library: The Foundation Center, 79 Fifth Avenue, New York, NY 10003-3050, 212/620-4230.

For additional information on how your community foundation ranks on such issues as community responsiveness and minority representation, contact the National Committee for Responsive Philanthropy (NCRP). This group publishes studies on a range of philanthropic policy issues and also offers technical assistance to groups trying to expand and redirect funding resources in their local communities; NCRP, 2001 S Street, NW, Suite 620, Washington, DC 20009, 202/387-9177.

FRC Report, X/2, 5/91.

1. Hammack, D. (1989). "Community foundations: The delicate question of purpose" in *An Agile Servant: Community Leadership by Community Foundations:* The Foundation Center, p. 24.
2. *Mott Foundation Special Report: Community Foundations: A Growing Force in Philanthropy* (1985), p. 5.

The United Way of Chicago: An Invitation

by Roger Fox

United Way of Chicago (UWC) distributes funds for the United Way in the city of Chicago. Through its volunteer-directed committee structure, UWC annually allocates approximately $50 million for human care services among 123 member agencies and more than 30 nonmember agencies. The organization also offers a wide array of consultating services to local not-for-profits.

United Way of Chicago is changing in ways that merit attention. While UWC is not a perfect reflection of the United Way movement across the country, many of the changes it is making are not untypical responses to an urban environment that many United Ways are experiencing.

What are the changing environmental conditions confronting the United Way? Certainly, any listing would need to include growing minority populations—a rapidly increasing Latino population, significant growth among several Southeast Asian groups, and an expanding African American population. One must also include a growing number of people living in poverty and an increasing need for emergency housing, food, and financial aid.

Other factors include the dissolution of the two-parent family structure; declining federal support for already troubled urban institutions; illiteracy; youth unemployment, substance abuse, and an accompanying rise in youth gang activity.

In addition, we're experiencing a more punitive criminal justice system; a crisis in low-income housing; rising medical indigence and inaccessibility; a growing number of senior citizens; increased plant closings; and an economy shifting from high-paying manufacturing jobs with good benefits to low-paying service industry jobs with poor benefits and opportunities in the highly-skilled professional and technical occupations.

The changing profiles of communities and service needs have pressured the United Way, in Chicago and elsewhere, to change.

Demographic changes have raised questions about which agencies we fund, and whom they serve; so too, about the representation, knowledge, and responsiveness of their staffs and boards. These concerns are continuously monitored for United Way's own staff and board. Recipients of services of agencies funded by United Way of Chicago reflect almost exactly the city's demographics:

	City	United Way
African American	41	40.2
White	39	40.3
Hispanic	16	14.2
Asian	3	3.0
Other	1	2.3

In the last two years alone, the number of minority agencies that are regular members in United Way has increased from 30 to 40. While approximately 30 percent of the city lives in poverty (by United Way's standard), approximately 70 percent of those we serve and 80 percent of our dollars are targeted to the poor.

As the agencies we fund and the people we serve change with the evolving character of the city, so, too, must we change the way in which we operate. These changes are occurring in the areas of reflectiveness, inclusiveness, openness, and accountability.

Reflectiveness

The United Way is looking at and thinking about itself deliberately and in depth. In the late 80's UWC initiated its first strategic planning process, thoroughly reviewing and assessing who we are and who we ought to be. We examined the way we set priorities, revised our membership standards, changed our system for evaluating agencies and services, and checked the adequacy of fiscal policies and funding programs. Such fundamental rethinking is clearly occurring among many United Ways across the country.

Inclusiveness

The United Way tries to ensure that the broad range and diversity of constituency groups in the community participate in United Way - on our board, committees, and staff; in the agencies we fund; and among the people we serve.

A concern often voiced about many United Ways is that membership is difficult to achieve and that the application process is used to screen out rather than to include new agencies. It is true, at least in Chicago, that membership standards are demanding and extensive, covering not only services but governance, finance, management, and other operational areas. Since membership status in United Way of Chicago assures continuous stable annual funding, we regard these standards and our membership evaluation system as essential components of our accountability to our contributors.

Even so, we have revised our membership standards to make them more explicit, focusing on key concepts, and less rigid. We have also committed our organizational resources to assist agencies to meet our standards. We offer free of charge an extensive array of consulting services and training programs covering every major area of our standards, with the highest priority being given to new and emerging minority agencies.

Our Venture Grants program also promotes inclusiveness. It provides one-and two-year grants to support high priority needs which are not being adequately addressed through the membership system. These needs may be for a particular community, a particular target population group, or for a particular problem. Averaging more than $20,000, most groups receiving grants are non-members and tend to be smaller and newer agencies.

The Venture Grants program is designed to permit more risk-taking and, through three funding cycles annually, it is able to respond to funding requests fairly quickly. Standards for such grants are generally less rigorous than for those organizations in the membership stream. The program in Chicago has more than doubled in size in the last two years, funding over 30 nonmember agencies, and has sought to attract and prepare agencies for regular membership.

Openness

In addition to improving access to the United Way, we want to encourage increased understanding of and participation in our organization. We want those who make up our various publics to know more about what we are doing and how we are doing it, and to play a larger role in the doing itself.

We coordinate our efforts with governmental agencies, foundations, communities, and interest groups. We communicate more about ourselves through mass and targeted media.

Accountability

The United Way acts as a steward of the dollars donated by the public. We have made a major commitment to improving how we identify and anticipate needs, how we allocate our resources, and how we evaluate the effectiveness and efficiency of the services provided with our dollars. And we are committed to providing leadership in addressing the city's human care needs.

The changes in the service evaluation system alone involve a four-or five-year process, moving from a paper-dominated annual review to a triannual on-site visit and evaluation by teams of volunteers and professionals.

This capsule summary of what is happening at United Way of Chicago only begins to portray the exciting changes that are occurring. While other United Way affiliates across the country are not mirror images of Chicago, the enthusiasm, responsiveness, and desire to adapt and improve are typical of the organization. It is a most opportune time for agencies, interest groups, and others to approach their local United Way.

FRC Report, V/3, 9/86.

Basic Facts
About United Ways

There are more than 2,200 United Ways in the United States, helping individual communities meet their health and human care needs through a vast network of charitable groups and volunteers. The United Way celebrated its 100th birthday in 1987.

At the local level, volunteers help raise money through a single, community-wide campaign (primarily in the workplace); they research, assess, and plan for future community needs; they bring organizations and people together to address problems affecting their communities; they allocate resources through a volunteer review process; they recruit and train other volunteers; and they offer resource and referral services and technical assistance to a broad range of community agencies.

Each United Way is an independent community resource, governed by a local board of volunteers. More than 1300 United Ways are run primarily by volunteers; the remainder employ at least one full-time staff member.

The work of volunteers and the simplicity of corporate payroll deduction plans helps United Way keep their administrative fundraising costs low.

United Way verifies that every group receiving funds is a nonprofit charity, is governed by volunteers, submits to an annual independent financial audit, maintains a policy of nondiscrimination, and provides services at a reasonable cost.

Collectively, United Ways raised an estimated $3.17 billion in 1991, through voluntary contributions from individuals, corporations, small businesses, and foundations.

United Ways support the greatest variety of human services in the country. Voluntary contributions support an estimated 44,000 agencies and chapters, helping tens of millions of people. Some of the service providers are large nationwide agencies, and others are small, local agencies. Funding patterns are flexible, and both traditional and emerging agencies are assisted.

Issues of Concern Include:

- Adult education
- Homelessness
- Crisis relief
- Legal aid
- Recreation
- Alcoholism and drug abuse
- Job training and placement
- Childcare and counseling
- Emergency food and shelter
- Consumer protection
- The changing American family
- Health research, education, and delivery
- Services for youth, the elderly and the disabled

Gifts In Kind, an organization initiated by United Way of America, encourages in-kind donations as a supplement to financial support. Since the program began, over $350 million in product donations have been distributed to more than 50,000 not-for-profit organizations per year.

Many United Ways offer special management assistance programs to help agencies determine the skills they need to operate efficiently. Local business people are recruited to serve as volunteer advisors, providing expertise in areas such as financial accounting, budget management, planning, research, marketing, and staff development.

The Family Resource Coalition received the above facts from United Way of America; we recommend calling the United Way in your local community for further information.

Obtaining Public Funding for Programs to Strengthen Families

by Hedy Chang and Cecelia Leong

As family support programs grow in number, moving beyond isolated demonstration projects, program administrators have become increasingly interested in funding activities through public dollars. Because most public funding sources do not recognize and value family support programs and principles, this new direction presents a challenge for the family support movement. Moreover, this challenge comes at a time when competition for shrinking federal and state monies is more intense than ever before. Yet, to overlook public funds is to ignore a vast source of funding for services to families.

Family support programs can and have utilized a variety of creative strategies to obtain or increase the level of support they receive from public funding. However, the success of such strategies requires program administrators who have an entrepreneurial spirit, are willing to pursue resources aggressively, and, if necessary, advocate for the creation of new funding sources or a re-allocation of how public monies are spent. The five main strategies described below range from those which increase funding for family support programs by working within the system as it is currently structured to those which involve reconfiguring the system of public funding.

1. Funding Through Family Support Initiatives

The first, and most obvious strategy is to obtain public funding through an initiative which specifically sets aside money for family support programs. Connecticut, Maryland, Minnesota, New Jersey, Oklahoma, Vermont, and Wisconsin are among the states that have done so.[1] Typically, these initiatives begin as small appropriations for pilot programs which are then expanded in subsequent years as the funded programs demonstrate effectiveness. For example, when Connecticut funded ten Parent Education and Support Centers in January 1987, it became one of the first states to provide family support services, including parent education, to a non-targeted population. Administered by the Department of Children and Youth Services, funding has been expanded to fifteen sites.[2]

Though difficult to obtain and maintain, this type of funding is often the most flexible. Such funding, however, is not assured from year to year and tends to function as "core support" or "seed" dollars. Programs need to supplement these funds.

Administrators with experience operating family support programs can play a key role in developing state initiatives. By working closely with legislators over time, administrators can educate policymakers about the need for an initiative and then work with legislative staff to ensure that the resulting legislation incorporates family support principles and allocates the necessary resources.[3] Especially during times of fiscal scarcity, program administrators may need to galvanize public support and form strong advocacy coalitions in order to establish or preserve funding for such initiatives.

2. Funding Through Targeted Grant Programs

A second, less straightforward, strategy is to seek funding under a state or federal grant program which addresses a related issue such as substance abuse, teen pregnancy, or child abuse prevention. Such grants typically fund a selected number of demonstration sites, often for a limited amount of time. Though family support may not be the primary objective of the grant, a program which advocates family support principles may be able to qualify for funds because such a service delivery approach is a successful way to treat the identified problem. Consider the following example:

In 1990, the California Office of Child Abuse Prevention invited nonprofit organizations and institutions of higher education working closely with schools to submit proposals for three-year demonstration projects which would provide child neglect prevention and intervention services to children ages five through eight and their families. Entitled LEARN (Local Efforts to Address and Reduce Neglect), the goals of this effort were to improve coordination between schools and service

providers, inhance family functioning and self-esteem and reduce the number of children referred to county, welfare departments for neglect.

One LEARN program is a joint effort of a non-profit agency, the Los Angeles Children's Bureau, the Ocean View School District and the Orange County Social Service Agency. Operating at two elementary school sites, the project offers families a broad array of services including: family classes and support groups, parent education classes and support groups, transportation, Parents as Teachers training, day care, self-esteem groups for children, and health screening. In order to meet the needs of the largely Latino student population, most of the program's direct service providers are bilingual and bicultural.

A guiding principle of the project is family involvement and empowerment, the program is structured to involve parents at many levels. While some parents participate in the community coordinating council which identifies available resources and gaps in services, others serve as parent support group facilitators or outreach workers. All parents are recognized as the primary directors in their child's and family's life.

Less than one year after this project began, money was found to expand service eligibility from the original target group of children aged five to eight and their families to all families attending the two elementary schools. This new money was obtained through a new statewide initiative known as Healthy Start. Its primary objective is to improve outcomes for children and families by encouraging the development of a comprehensive range of services accessible through the schools.

3. Expanding Services Through Strategic Partnerships

Collaboration, or the development of strong partnerships between family support programs and other family-serving agencies, is a third strategy. In this case, the family support program does not directly seek monies for its own activities, but makes arrangements for another agency which receives public support and shares common goals or clients to provide a needed service. Agencies interested in jointly providing services engage in a number of arrangements which range from developing strong referral procedures to jointly locating services at a single site to arranging for a workers to be outstationed.

The East Bay Perinatal Council's Oakland Birth to School project illustrates the advantages of collocating services. Birth to School incorporates three separate programs under one roof: the Oakland Parent Child Center which provides services for children aged birth to three; the Oakland Head Start program which is funded through the federal Head Start program; and the Comprehensive Perinatal Services Program which is funded through Medi-Cal (California Medicaid) reimbursements. Core funding for Birth to School comes from private foundations. Collocation, despite the extensive time it takes to develop agreements between the different partners, is a powerful strategy since it allows groups to share overhead costs (e.g. rent, telephone, support staff, etc.) and provides clients with access to comprehensive services.

Located in a Los Angeles elementary school, the Vaughn Family Center combines referrals with collocation of services and outstationing workers from public and private agencies.

The Vaughn Street Family Center is the first demonstration site of an initiative involving the school and jointly spearheaded by two non-profits, the Los Angeles Educational Partnership and the North Angeles Region, United Way. The goal of the initiative is to demonstrate that integrated school-linked services combined with the development of quality early childhood programs can improve developmental and school outcomes for children and empower families. A primary goal of the program is to build upon the strengths of the schools predominantly Latino and African-American families. Consequently, site-level policy making and governance is the responsibility of a program commission comprised of 50 percent parents and 50 percent providers. All meetings are held in English and Spanish.

While the center is still in the process of becoming operational, it has begun to provide a range of services to families including health care, classes for parents ranging from English as a Second Language to aerobics, legal aid, etc. Mental health counseling - provided by a local non-profit organization, Hathaway Children's Services, and funded through a federal funding stream (Short Doyle Medical)[4] - was one of the first services to be made available to Vaughn families. The school agreed to redirect school funds to purchase the services of a full-time nurse who works in partnership with the school district nurse practitioner to offer free immunizations (using medicine contributed by the county health department) and well-child health screenings to children at the school.[5]

Making such arrangements, however, is not an easy process and the difficulties involved should not be underestimated. Agencies often have differences in approach, philosophy, and organizational protocol. Many differences can be traced directly to restrictions placed on the agencies by their funding sources, particularly when the monies flow from a

federal or state categorical program. Vaughn illustrates this situation well.

In order for Hathaway to receive Short-Doyle funding for the mental health services it provides at the center, Hathaway is required to follow procedures mandated by federal and state regulations. For example, like many federal programs Short-Doyle requires the agency to open a file for each client served and obtain extensive paperwork. Staff at Hathaway Children's Services quickly realized that this requirement contradicts Vaughn's philosophy of having services be consumer-driven and user-friendly. In order to accommodate this situation, Hathaway Children's Services took a significant financial risk. Rather than obtain documentation before providing service to a family, Hathaway decided to have their worker begin by working with families without reimbursement. After the worker built trust through a series of group meetings and individual visits, she gradually obtained the needed documentation.

While this strategy has worked, it placed Hathaway under significant pressure during the start-up phase. First, the agency lost money for the units which were not billed. Second, under the requirements for Short-Doyle funding, each agency under contract with the state must bill a certain number of units. If the agency does not, it risks not having its contract renewed in the next year. In order for the agency as a whole to bill enough units, other agency staff had to work harder than usual. Finally, because Short-Doyle tracks services provided by each worker, the outstationed worker placed her own job at risk because her performance records indicated she was not billing enough units.

Because the others involved in the project were initially unaware of the Short-Doyle funding requirements, there were some misunderstandings. For instance, when the outstationed worker went on vacation, Vaughn School asked about the possibility of Hathaway providing a substitute to assure continuity of care. In a school setting where hiring substitutes on short notice is standard practice, this request seems simple and reasonable. But, for Hathaway, placing another worker at Vaughn is an extremely difficult proposition. Finding a temporary worker who has the appropriate credentials is highly unlikely. Also, it is financially unfeasible for Hathaway to ask a therapist to temporarily drop his or her current caseload in order to provide services to Vaughn families. From a clinical perspective, Hathaway was also concerned that using a substitute would interfere with the bond which had already developed between the outstationed worker and families at Vaughn. Discussions about the funding restrictions have been crucial to enabling the center to plan ahead for therapist's absences with backup program activities. Thus, both Hathaway staff and the parents, who tend to drop out when schedules become irregular, are better supported.[6]

4. Seeking Support Through Categorical Funding Streams

Programs engaged in family support can seek funding directly from federal and state categorical funding streams. Such funding streams typically offer support for specific types of services to individuals who meet set eligibility requirements; these funds are contingent upon state or local matches. Examples of these categorical funds are monies available through Title XIX of the Social Security Act (Medicaid), Title IV E of the Act's Job Opportunity and Basic Skills (JOBS), the Individuals with Disabilities Education Act (Public Law 99-457), Chapter 1 (Elementary and Secondary Education Act), and Even Start. Because this strategy requires extensive work with state policymakers and strong knowledge of federal programs, it is the most difficult. However, these categorical programs represents the largest potential sources of funding.

In recent years, shrinking state funds for human services have compelled a growing number of state policymakers to increase the extent to which existing or proposed new services (including family support services) are funded by federal categorical programs. For example, as part of its statewide education reform legislation, Kentucky has mandated the creation of Family Resource Centers in all elementary schools in which more than 20 percent of the students are eligible for free lunch, and Youth Services Centers in all junior and senior high schools with the same level of need. Obtaining federal support, particularly through Medicaid, JOBS, and Title IV E is key to their plans to maintain and expand services.[7]

Although such a strategy relies heavily upon negotiations between state and federal officials, program administrators need to be aware of and involved in these efforts. First, if a state embarks upon this strategy it may provide family support programs with the opportunity to gain access to federal funds. Second, program administrators' involvement can be critical in ensuring that such plans take into account the impact complex eligibility, provider status, and reimbursement categories requirements have on a program built around principles of family support. Consider the experience of Charlene Clemens, the Director of the San Francisco Teenage Pregnancy and Parenting Program.

Founded in 1981, TAPP is a joint effort of the departments of social services and public health, the University of California at San Francisco, the school district and two nonprofit child and family service

agencies. An interagency comprehensive service delivery system, TAPP employs case managers (called continuous counselors) to serve pregnant and parenting adolescents up to age 17. Strong family support principles are embedded within the TAPP program. Staff actively seek to involve members of the client's family including parents, guardians, siblings, or grandparents. Staff strive to empower adolescent mothers and fathers by helping them define their concerns, identify alternative courses of action, maintain their motivation, and obtain needed services.[8] Initial funding for TAPP came through a federal demonstration program. Its immediate impact led to the creation of the California Adolescent Family Life Program (AFLP), which funds similar efforts throughout the state.

Most recently, Charlene Clemens, the current project director, has been involved in discussions held by the state to determine how federal Medicaid dollars could be used to maintain and expand AFLP services. They are specifically considering whether TAPP case management is reimbursable through Medicaid. Such reimbursement would have the benefit of funding services through a more stable funding stream. In addition, since Medicaid is an entitlement program, there is no cap on the number of eligible adolescents who can receive Medicaid reimbursable services. While supportive of this effort, Clemens is concerned about the impact of using Medicaid. She does not want her program's mission and activities to be compromised by the restrictions of a particular funding source.[9] Issues raised by this proposal are:

Time: Medicaid billing and accounting can be a time-consuming process. Is it worth the time and hassle involved?

Eligibility: TAPP can only be reimbursed for certain services provided to Medicaid eligible individuals. Currently, TAPP serves anyone who walks in the door, including adolescent fathers. Under Medicaid, TAPP would not be reimbursed for serving adolescent fathers or other teenagers who do not meet certain income requirements

Quality: Can TAPP maintain the same quality of services under Medicaid? Clemens is concerned that the Medicaid reimbursement categories, which separate case management from direct services will drive a wedge between case management and direct services, which are intimately connected activities at TAPP. For example, at TAPP the case manager, the nutritionist, and the child development specialist work with the client as part of a dynamic team process that allows the adolescent to feel both comfortable and capable about engaging in a dialogue about her options.

Mission: Is Medicaid consistent with the mission of the organization? Fundamentally, this is the most troubling question for Clemens. While Medicaid case management is based on a medical model of service provision, TAPP case management is a very different psychosocial, educational, and health model which seeks to address many other non-medical facets of a client's needs.

5. Making Funds Available By Decategorizing Existing Monies

As the discussion about Medicaid reveals, most public monies are categorical, meaning that they can only be used for specified services or clearly defined target populations. The comments of Charlene Clemens demonstrate how this funding approach makes providing comprehensive services to families extremely difficult. Some advocates believe that infusing family support principles into our system of service delivery requires fundamental changes in the nature of public funding. Specifically, many are arguing for decategorization. Decategorization is the effort to create greater funding discretion by removing categorical program requirements such as income, residency, or age limitations. This radical approach is far from easy to accomplish, particularly because it demands such strong commitment to change from policymakers and requires the establishment of a different system of accountability.

It is, nonetheless, being tried on a limited scale. One example is the three-year decategorization experiment, started in 1989, being conducted in two counties in Iowa. The Iowa General Assembly passed legislation which allowed the counties to fold a number of categorical programs[10] into a single child welfare fund which could be used to finance services provided under a more client-centered system.

The Challenges of Seeking Public Funding

Seeking public funding poses many challenges for program administrators. It is difficult to simply keep abreast of potential funding sources and major efforts to reconfigure the system of public funding. In order to stay current, program administrators must continually seek out information on funding. One important information-gathering technique is keeping in contact with departments likely to fund family support activities, particularly those activities which respond to major public concerns such as the need for childcare, substance abuse prevention, and family preservation. Such information is also available through published sources of information such as The *Federal Register*, which describes all federal grants, or through electronic bulletin boards and databases, such as Dialogue or Lexis/Nexis, which

maintain information on federal, state, and local grants.[11] Administrators may also be able to find out about important new initiatives by contacting related professional and advocacy organizations such as the Child Welfare League of America, the American Public Welfare Association, the Children's Defense Fund, and the Family Resource Coalition.

Identifying a potential public funding source is just the first step in the process. In addition to assessing the impact of the funding on her organization, the administrator must create and implement a successful strategy to obtain funding. The assessment process is one in which the administrator carefully weighs the costs and benefits of pursuing an identified source of funding; during this process, the administrator must judge whether the costs of meeting reporting requirements outweigh the benefits of additional funding or if program changes required by the funding source would compromise her organization's mission. The assessment should also include a realistic appraisal of the energy that will be required. At times, obtaining federal, state, and local grant monies can depend as much on the ability of the program administrator to exercise political clout as on submitting a high quality proposal.

Ultimately, in order to make public funding widely available for family support programs, individuals and organizations involved in family support must work together to develop a clear agenda and strategy for public funding. Tapping the largest funding sources and reconfiguring the current system of funding require negotiations at the state and national levels. Program administrators working alone cannot influence these high-level negotiations. Before coming to the table, however, those who advocate increased public support must agree upon a strategy for pursuing public support. Should it be its own separate categorical funding stream? Should it be blended or decategorized funding? Should family support advocates work toward generally reconfiguring the system of public funding? Such a consensus is crucial: family support advocates need to respond to other organizations competing for a share of increasingly scarce public funds.

1. Family Resource Coalition, *Programs to Strengthen Families: A Resource Guide*, Third edition, 1992, pp. 165-180.
2. Ibid., p. 165.
3. Frank Farrow, et.al, "Challenges and Opportunities for Public Policies on Family Support and Education," in *Helping Families Grow Strong: New Directions in Public Policy*, (papers form the Colloquium on Public Policy and Family Support), sponsored by The Center for the Study of Social Policy, Family Resource Coalition.
4. Short-Doyle MediCal is the California program which regulates Medicaid reimbursements to counties for mental health services
5. For a full description of the Vaughn Street Family Center see "Familycare - Vaughn Center Demonstration Site," from the California Tomorrow Clearinghouse on Collaborative Services for Diverse Communities, 1992.
6. Interview with Lyn Kobosa-Munro, June 18, 1992.
7. "Refinancing in Kentucky: Expanding the Base for Family Resource and Youth Service Centers," Center for the Study of Social Policy, Washington D.C., January 1991.
8. Brindis, Claire, Barth, Richard P. and Amy B. Loomis, "Continuous Counseling: Case Management with Teenage Parents," *Social Casework: The Journal of Contemporary Social Work*, Family Service America, 1987, p.166.
9. Interview with Charlene Clemens, August 13, 1992.
10. Program included in the legislation were foster care, family-centered services, subsidized adoptions, day care, local purchase services, juvenile institutional care, mental health institute placements, juvenile detention, protective services and others. For additional detail, see Chapter 234, Section 203, subsection 9, paragraph i, Acts of the Seventy-Second General Assembly of the State of Iowa, Volume 1 (1987).
11. Since these services can be expensive, untrained users may want to find expert assistance, such as the librarian in a local library, to search for the information. The FRC can do limited searches of the *Federal Register* which contains information on federal grants, for FRC members.

A Halloween Fundraiser Benefits The New Orleans Parenting Center

by Peter Silvern

Fundraising can be, as any nonprofit agency knows, the most important activity undertaken to stay afloat. Though special events such as garage sales and auctions flourish as a short-term answer to financial woes, these profits do not compare with those of large-scale extravaganzas.

Five years ago, the Parenting Center (TPC) of New Orleans initiated a fundraising event that combined a safe alternative to Halloween with an advertising campaign for its parent education services.

TPC is a department of the 153-bed Children's Hospital complex located near the Mississippi River. A resource, support, and referral center for families with children from birth to adolescence, TPC is a vital part of Louisiana's most comprehensive medical facility for children.

The TPC fundraiser, originally called SPOOKTACULAR, was a nighttime event assisted by the Junior League and aided by five years of in-kind contributions from Children's Hospital. SPOOKTACULAR is a fine example of the effectiveness gained by repeating the same special event year after year. By building on their experience, TPC has created a solid foundation of recognition, funding, and volunteers.

In the beginning, SPOOKTACULAR was a modest event. Held on the Children's Hospital grounds, TPC invited area residents to bring their children for an evening of fun. They offered rides, games, and activities for children from three to six years of age. TPC, keeping with tradition, even erected a variety of trick-or-treat facades so that children had doorbells to ring.

As each successive year proved more enjoyable for families and more profitable to TPC, the event's popularity drew increasingly large audiences, raised more donations, and encouraged more people to volunteer. SPOOKTACULAR became TPC's major fundraiser and the place to be on Halloween night.

For several years, SPOOKTACULAR had been a 1200-ticket, sold-out event. Feeling the time was ripe to take a new risk, TPC expanded the depth and scope of the production in 1987 by joining forces with their next door neighbor, the Audubon Park Zoo. SPOOKTACULAR was transformed into BOO AT THE ZOO, with anticipated sales of 4,000 tickets. Profits from food, games, and day-of-ticket sales were split between TPC and their zoo friends.

The adventurous expansion of this Halloween treat would have remained not more than a good idea without the aid of scores of volunteers. Drawn from every facet of New Orleans' diverse culture, in 1987, 150 to 200 people participated. Representing service organizations, local businessmen and women, sororities and fraternities, and a high school senior class, the volunteers provided the support for planning, entertainment, publicity, soliciting funds for and cleaning up after the event.

BOO AT THE ZOO promises a night of unabashed fun for families with children through the age of twelve. At dusk, there is a special pre-event party for the patrons; and later, the general public, in a swirl of costumes and lights, joins the festivities. Now, Families enjoy trick-or-treat houses, game booths, stagecoach rides, a spook house, food and beverages, magicians, jugglers, puppeteers, music and art activities, and a spookride through designated parts of the zoo.

As a fundraiser, the event has been a great success. Here are the figures for 1985 and 1986:

	1985	1986
Underwriters	$ 10,875	$ 12,375
Patrons	8,380	8,935
Ticket sales	3,382	3,958
Food, games	1,711	2,594
TOTAL	$ 24,348	$ 27,862
Less expenses	-1,947	-4,000*
PROFIT	$ 22,431	$ 23,862

** including a 2-year supply of T-shirts*

Weeks prior to the 1987 BOO AT THE ZOO, TPC had already banked $30,000 as a result of underwriters' and patron contributions. TPC anticipated a $5,000 increase in profit, despite growing expenses for the expanded event.

The success of the underwriter and patron campaign has been key to the generally optimistic view of the yearly Halloween event. Asking for contributions of $300 to $1,000, TPC has offered underwriters a choice of incentives, from sponsoring children to attend the event, to displaying the name of their business on a trick-or-treat house, or placing the donor's name on a headstone in the 'cemetery.' For individual patrons, TPC created contributions categories of Great Pumpkin, Witch and Warlock, and Ghostbuster, each included free tickets to the evening's celebration.

After the event, the organizers and volunteers meet at The Parenting Center to assess what worked and what did not, and begin planning for next year. Each May, a rigorous schedule of meetings will determine, among other things, the type of stationery and invitations to be used, what the sponsor packets will include, the decorations, fundraising strategies, etc.

TPC has brought a simple message to the greater New Orleans community. They are founded on the principle that parenting is not instinctive, and that families in a changing society need parenting education. In order to be effective in their program delivery and meet rising costs, BOO AT THE ZOO, with its ability to raise needed funds, has assumed primary importance.

But TPC has gained more than income. BOO AT THE ZOO offers an event unlike anything else the children of New Orleans can attend, and links a continuously growing number of families to The Parenting Center's programs. The children anticipate each year's spectacular; an added bonus, eclipsed only by their parents' enthusiasm for volunteering, contributing, and encouraging others to participate in this first-rate celebration.

FRC Report, VI/3, 9/87.

Editor's Note: BOO AT THE ZOO continues to be a Halloween tradition in New Orleans. The event draws approximately 4,000 people and raises between $35,000 and $45,000 for PTC each year. Contact: Donna Newton, Director, The Parenting Center at Children's Hospital, 200 Henry Clay Avenue, New Orleans, LA 70118, 504/895-3574.

Resource Directory

Many resources are available to not-for-profit professionals who are looking to launch or build a more effective fundraising program.

This resource directory is designed to provide a starting point for everyone, whether your agency is big or small, your development program well-established or fledgling, your locale rural or urban, and your fundraising budget healthy or nonexistent. It includes information about organizations which can help you, databases devoted to philanthropic information and periodicals which many professionals find useful.

Note that books are not included. There are thousands of books published which cover all the various development disciplines, and many of them will be available at your local public library or bookstore.

Organizations which Provide Development Resources and Assistance

THE GRANTSMANSHIP CENTER
1125 West 6th Street
Los Angeles, CA 90017
(213) 482-9860

TGC trains staff members of public and private nonprofit agencies in grantsmanship, program management, and fundraising. Each year, more than 300 workshops are held throughout the country, with a local public or private agency hosting each program in cooperation with the center. Training is done in a workshop format, designed to give participants hands-on learning/practice experience with the subject matter. In these workshops, participants learn about the components of a good proposal, how to critique proposals, the art of writing a proposal, and how they are reviewed and evaluated.

The center also publishes the bimonthly *Grantsmanship Center News* magazine, which prints articles and current information on nonprofit management and funding. Highlights from past issues of the magazine are reprinted separately and contain valuable reference materials at a small cost.

THE FOUNDATIONS CENTER
79 East 5th Avenue
New York, NY 10003
1-800-424-9836

The Foundation Center is an independent, nonprofit service organization primarily supported by foundations, which provides multiple sources of information on philanthropic giving. The Foundation Center considers directing a proposal to the most appropriate grantmaker the crucial first step in obtaining a grant and places great emphasis on research for that selection process. There are some 22,000 active U.S. foundations and the Center serves to connect their interests with nonprofit needs by publishing reference books on grantmakers and disseminating pertinent information through a national public information and education program.

The Foundation Center's numerous publications fall into three categories: directories which describe specific grantmakers, their program interests, and fiscal and personnel data; grants indexes which list and classify by subject recent foundation awards; and guides which introduce the reader to funding research, proposal writing, and related topics.

Two national libraries, two field offices, and 130 cooperating library collections provide free access to all materials necessary for funding research and proposal development. Computer technology, reference librarians, and special orientations are Center services, as well as information on other sources of funding that include corporations, government agencies, and grass roots funding strategies.

INDEPENDENT SECTOR
1828 L Street, NW , Suite 1200
Washington, DC 20036
(202) 223-8100

Independent Sector is an association of organizations with national interests and impact in philanthropy and voluntary action. More than 500 voluntary organizations, large foundations, and major companies with significant giving programs are members. A collaboration of the National

Council on Philanthropy and the Coalition of National Voluntary Organizations, IS's combined efforts are geared to increased giving, volunteerism, affecting public policy that applies to charitable giving, and not-for-profit initiatives.

IS publishes the monthly *Update* which combines information on research, management tips, legislative reports, and other news about giving, volunteering, and independent institutions. IS also publishes monographs, special studies, reports, and newsletters.

WOMEN AND FOUNDATIONS/
CORPORATE PHILANTHROPY
322 8th Avenue, Suite 702
New York, NY 10001
(212) 463-9934

WF/CP plays a unique informational role. They are not a broker for those who need help in identifying potential funders, nor do they offer specific fund raising advice. The organization's goals are to increase the amount of money for programs that benefit women and girls, and to enhance the status of women as decision-makers within private philanthropy. Their national membership is made up of professionals - the staff and trustees of foundations who share a particular interest in women's issues.

WF/CP functions as a bridge, presenting research and data to the grantmaking community on the needs of women and girls. In that capacity, they produce papers, newsletters, and booklets on the status of women. One of these is *Women and Families in the '80's: A Role for Philanthropy*, drawn from an annual meeting theme. A paper entitled *Part-Time for a Life-Time: The Limits Facing Most Working Women*, addresses the realities of vocational preparation for girls.

The organization has a strong network throughout the country. Network members perform an important function as speakers for regional and national meetings, offering information about how to approach grantmakers, and current data on local level availability of money.

NATIONAL COMMITTEE FOR
RESPONSIBLE PHILANTHROPY
2001 S Street, NW, Suite 620
Washington, DC 20009
(202) 387-9177

The NCRP is involved in making funding sources more aware of non-traditional charities such as minority organizations; women's groups; social action groups; consumer, environmental, and other public interest groups; and neighborhood and other community-based organizations. They publish annual reports of foundations and work to diversify foundation boards to include members of non-traditional groups.

NCRP is focused on expanding opportunities for individual employees who make charitable contributions at the workplace. In particular, they are interested in payroll contributions focused on the federal government, which collects $90 million annually for United Way and a few other charities.

Another goal of NCRP is to work with United Way to provide greater funding for non-traditional organizations. By placing national pressure through media and legal efforts, more community-based organizations across the country have received funding through United Way's payroll deduction system.

COUNCIL ON FOUNDATIONS
1828 L Street, NW, Suite 300
Washington, DC 20036
(202) 466-6512

Founded in 1949, the COF is comprised of community, independent, corporate, and company foundations.COF provides consulting and other services to its members. COF sponsors meetings designed to inform grantmakers, trustees, officers, and executives of current trends in philanthropy; and to share knowledge and experience in the administration of philanthropic funds. Membership is informed of legislative and other developments in the field by regular mailings and several annual workshops. COF publishes a bi-weekly newsletter and a bi-monthly trade journal, *Foundation News: The Magazine of Philanthropy.* In addition, the COF bestows the Wilmer Shields Award and Distinguished Grantmaker Award and sponsors research and educational programs.

THE TAFT GROUP
835 Penobscot Building
Detroit, MI 48226
1-(800)-877-TAFT

For over two decades, the Taft Group has been serving the nonprofit sector by publishing detailed and comprehensive directories of funding sources. They also produce several newsletters discussing new sources of funds, industry trends, and fund raising advice.

PUBLIC MANAGEMENT INSTITUTE
358 Brannan Street
San Francisco, CA 94107
(415) 896-1900

PMI's services, publications, and training programs provide nonprofit organizations with the latest information about fundraising challenges and trends. PMI also produces seminars, available either in cassette or manual, on various topics including: Management Skills for Women Managers; Bookkeeping for Nonprofits; How to Build a Big Endowment; Successful Public Relations Techniques; and Direct Mail Fundraising and Budgeting for Nonprofits.*

PUBLIC INTEREST
PUBLIC RELATIONS, INC.
470 Park Avenue South
10th Floor North
New York, NY 10016
(212) 481-7000

PIPR helps nonprofit groups identify and communicate with their primary audiences. Its goals are: to promote the issues and ideas of the nonprofit sector and to offer counseling on internal communications; to generate publicity in the print and broadcast media; to develop fundraising programs, including creating funding proposals; to create informational materials such as annual reports, brochures, and newsletters; to organize of special events; and to communicate with government at all levels.*

THE SUPPORT CENTER
2001 O Street, NW
Washington, DC 20036
(202) 833-0300

The Support Center is a national network of management assistance centers with offices in Chicago, Newark/New York, San Francisco, Houston, Oklahoma City, and Washington. Its areas of assistance include: strategic and organizational planning; accounting and financial management; legal and tax compliance; fundraising; board development; internal development and structure; and other areas of nonprofit management. The Support Center provides management assistance through workshop, clinics, and one-to-one consultation.*

AMERICAN ASSOCIATION
OF FUND-RAISING COUNSEL
25 West 43rd Street, Suite 820
New York, NY 10036
(212) 354-5799

AAFRC is composed of fund-raising counsulting firms engaged in managing, planning, and consulting regarding financing of hospital, religious, community-run, and other nonprofit institutions for fundraising programs. The Association welcomes requests for information on any aspect of philanthropic fundraising and for data regarding the services of its members.*

CENTER FOR COMMUNITY CHANGE
1000 Wisconsin Avenue, NW
Washington, DC 20007
(202) 342-0519

The Center's main purpose is the development of strong local community organizations. The Center provides advice and assistance on economic development, health, education, and social service programs as well as assistance with organizational planning. It publishes a series of Citizen Action Guides to help citizens and community groups monitor local and federal public programs and take part in government policy and budget decisions.

* Abstracts adapted from *The Resource Directory for Funding and Managing Nonprofit Organizations* by Ann M Heywood, 1982.

NATIONAL CENTER FOR
NONPROFIT BOARDS
2000 L Street, Suite 411
Washington, D.C. 20036
(202) 452-6262

The National Center for Nonprofit Boards provides resource materials aimed at helping nonprofit boards effectively discharge their leadership and fiduciary duties. Publications, including a newsletter, are designed for both board members and staff working with them.

Using Online Databases for Grant Research

Online databases offer enormous amounts of information useful to fundraising research. These databases are relatively easy to access and offer two advantages over manual research in printed sources: 1) They contain a broader scope of information than the corresponding printed materials; and 2) Online databases allow you to do much of your comparing and collating online, potentially saving hours of work. For example, you can print a list of all foundation awards for drug abuse prevention in a particular state in the previous year.

For further information on searching Dialog databases, contact your local public or university library or call Dialog at 1-800-334-2564.

GRANTS
The Oryx Press, Phoenix, AZ
Coverage: Current
File Size: 8,387 records
Updates: Monthly

GRANTS is the source for listings of thousands of grants offered by federal, state, and local governments; commercial organizations; associations; and private foundations. All grants included in the database carry application deadlines up to six months ahead. Each entry includes full description, qualifications, money available, and renewability. Full name, address, and telephone number for each sponsoring organization are included when available. Subject areas encompass over 90 academic disciplines and topics, including: the arts, education, health, humanities, physical and life sciences, social sciences, building grants, grants for women only, study abroad, writing, and more. GRANTS is also available from Dialog in compact disc form.

FOUNDATION DIRECTORY
The Foundation Center, New York, NY
Coverage: Current year's data
File Size: 34,581 records
Updates: Annual reload

The FOUNDATION DIRECTORY is a comprehensive directory providing descriptions of more than 32,500 active grantmakers, including grantmaking foundations, operating foundations, and corporate grantmakers. Principal sources of information are voluntary reports by many grantmakers directly to the Foundation Center and information obtained from public information returns filed each year with the Internal Revenue Service by private foundations. More than 400 non-foundation corporate giving programs have been added for the first time beginning with records input in the spring of 1991.

FOUNDATION GRANTS INDEX
The Foundation Center, New York, NY
Coverage: 1973-present
File Size: 455,116 records
Updates: Quarterly reloads

FOUNDATION GRANTS INDEX contains records describing grants that have been awarded to nonprofit organizations by the larger private, philanthropic foundations (more than 800 in 1991), representing all records from the Foundation Grants Index section of the bimonthly *Foundation News*. The file is useful in determining types and amounts of grants awarded since foundations seldom announce the availability of funds for specific purposes. Approximately 20,000 new grants are added to the file each year. Grants are given primarily in the fields of education, health, welfare, sciences, international activities, humanities, and religion, with education as the most favored field for foundation giving. Grants to individuals and those less than $5,000 are not included.

Periodicals

FUND RAISING MANAGEMENT
MAGAZINE
Published by Hoke Communications
12 monthly issues: $50.00
1-800-229-6700

This monthly is designed to appraise fundraising professionals of current activity in annual and defer-red giving, special and capital fund drives, corporations, and public foundations. Its emphasis is on organizations which are trying to diversify funding by moving into volunteer solicitation and/or direct mail.

LUTHERAN RESOURCES COMMISSION NEWSBRIEF
Published by Lutheran Resources Commission
12 monthly issues: $70.00
(202) 667-9844

This publication informs providers of human services of government grant deadlines.

FOUNDATION GIVING WATCH
Published by The Taft Group
12 monthly issues: $135.00
1-800-877-TAFT

Foundation Giving Watch provides current information on national, regional, and local private foundations to help development officers and fundraisers find charitable support.

THE CHRONICLE OF PHILANTHROPY
24 biweekly issues: $57.50, 12 issues: $29.00
1-800-347-6969

The Chronicle of Philanthropy is a newspaper dedicated to fundraising and philanthropic activities. It provides good coverage of breaking stories in the philanthropic world, news of people and recent grants, upcoming conferences, and in-depth coverage of critical issues facing the field.

COMMERCE BUSINESS DAILY
Published by the Commerce Department
Daily weekdays:
One year-$261.00/first class, $208.00/regular mail,
6 months-$130.00/first class, $104.00/regular mail
(202) 783-3238

The *Commerce Business Daily* announces all governmental requests for proposals (RFPs) that exceed $25,000 and upcoming sales of government surplus.

FEDERAL GRANTS AND CONTRACTS WEEKLY
Published by Capitol Publications
50 weekly issues: $349.00
(703) 683-4100

The *Weekly* contains information on current RFPs, contracting opportunities, and upcoming grants. The *Weekly* also covers closing dates on grant programs, procurement related news, and newly issued regulations.

FOUNDATION NEWS
Published by the Council on Foundations
6 bi-monthly issues: $29.50
(202) 466-6512

Each bimonthly issue covers the philanthropic activities of private, company-sponsored, and community foundations; direct corporate giving; government agencies and their programs, and more. *The Foundation Grants Index Bimonthly*, included in the magazine, lists grants made by the largest foundations.

WHOLE NONPROFIT CATALOG
4 quarterly issues: Free
(213) 482-9860

Replacing the now defunct *Grantsmanship Center News*, the *Whole Nonprofit Catalog* is a collection of relevant articles by Grantsmanship Center staff and outside professionals.

THE GRASSROOTS FUNDRAISING JOURNAL
edited by Kim Klein and Lisa Honig
Bi-monthly journal:$25.00/year
(718) 768-3403

The Grassroots Fundraising Journal is published by two professional trainers who specialize in self-sufficiency fundraising. Each journal features an in-depth, how-to article on fundraising methods such as beginning direct mail, finding major donors, or marketing products.

PHILANTHROPIC STUDIES INDEX
Published by the Indiana University
Center on Philanthropy
Quarterly journal: $75.00/year
(812) 855-9449

Libraries

Those interested in obtaining further information are encouraged to use the public libraries in their communities. Many libraries contain reference collections devoted to foundations and philanthropy.

Should further information be required, the Foundation Center operates an extensive public service and education program through its four libraries in New York, Washington D.C., Cleveland, and San Francisco. These libraries provide free public access to Center publications and a wide range of literature relating to foundations and philanthropy.

The Foundation Center also has at least one affiliate reference collection in every state. These collections contain IRS records for foundations within their own state and a complete collection of Foundation Center publications. Those interested are encouraged to contact the Foundation Center for more information on specific reference collections, sites, and publications.

Contributors

Hedy Chang is the Co-Executive Director of California Tomorrow, a San Francisco Bay Area nonprofit policy research and advocacy organization working statewide on issues affecting the state's future as a multi-ethnic and multiracial society. She directs California Tomorrow's effort to help communities develop comprehensive programs and policies for ethnically and linguistically diverse children and families.

Roger Fox, Ph.D. is Vice-President of Allocations and Planning for United Way of Chicago. Dr. Fox spent ten years with the Chicago Urban League, most recently as Vice-President of Research and External Affairs overseeing the agency's research and planning, public relations, and development operations. Prior to joining the Urban League, Dr. Fox spent four years with United Way of Chicago and Crusade of Mercy. He was also on the research faculty of the University of Illinois' Jane Addams School of Social Work in Urbana.

Cecelia Leong is Project Associate for the Collaborative Services for Diverse Communities Project at California Tomorrow, a San Francisco Bay Area nonprofit policy research and advocacy organization working statewide on issues affecting the state's future as a multiethnic and multiracial society.

Linda Lipton is an independent consultant serving nonprofit and public organizations. Her clients have included major philanthropies and many human service organizations in the Chicago metropolitan area. Since graduating from the University of Pennsylvania Law School in 1974, she has worked at national, state, and local levels with service at such agencies as the Children's Defense Fund, the Chicago Community Trust, and the Family Resource Coalition (as its first Executive Director).

Carolyn Micklem is one of the founders of the Webster Avenue Family Resource Center. Mother of three and grandmother, she believes there should be a resource center in every neighborhood!

Susan Oliver is Director of Development and Marketing at the Family Resource Coalition. Armed with a B.A. from Harvard and an M.B.A. from Boston University, Susan has helped for-profit companies make money and not-for-profit organizations raise money for over 12 years. In her spare time, she raises three little girls and teaches marketing at DePaul University.

Margaret M. Petruska, MSW is a Program Officer with the Howard Heinz Endowment. She is involved in the funding of a variety of human service programs, particularly those that focus on families and children, a priority for the Endowment. Future grants will emphasize the creation of new prevention services for at-risk children and promote early childhood development in Pittsburgh and western Pennsylvania.

Peter Silvern is an attorney and a freelance writer.

Gretchen S. Vapnar has been Director of the Community Crisis Center in Elgin, Illinois since 1980. With the Center since 1975, Gretchen has been a volunteer, Volunteer Coordinator, and Assistant Director.

Christine Vogel is staff writer for the Family Resource Coalition.

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